#### How to Get Your Research Published Prof Simon Capewell & Liverpool NCD Prevention & Food Policy Research Group

With thanks to: Jo Thompson-Coon, Aileen Clarke, Ian Harvey, Sarah Wild

**SSM ECR Day** 6<sup>th</sup> September 2022



# Learning Outcomes

Honour thy father and thy mother. Thou shalt have no other gods before me. VI Thou shalt not kill. Thou shalt not make unto thee any graven image. Thou shalt not commit adultery. Thou shalt not take the name of the VIII LORD thy God in vain. Thou shalt not steal. Remember the sabbath day to keep Thou shalt not bear false witness it holy. For in six days the LORD against thy neighbor. peaven and earth, th

# Learning Outcomes

- Reflect on one's own writing practice
- Understand strengths and weaknesses of one's own writing practice
- Determine strategies for writing for different audiences
- Develop practical strategies for writing scientific articles for publication
- Understand the process of publication in peerreviewed publication, including interacting with reviewers and editors

Development of publication action plans to assist with career planning



#### Thanks to our Team NCD Prevention & Food Policy Research Group

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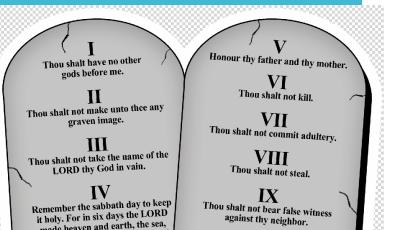






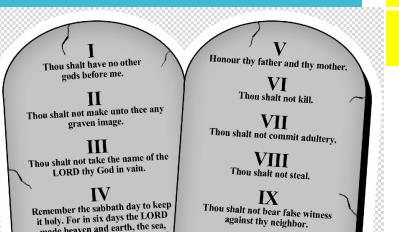


# Principles



# **5 Key Principles**

# Principles

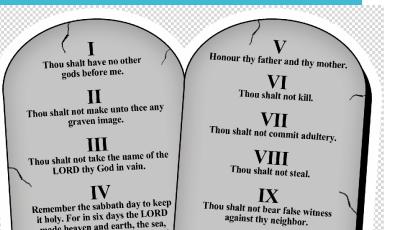


# **5 Key Principles**

What, do YOU think, are the most important contributors to successful research ??

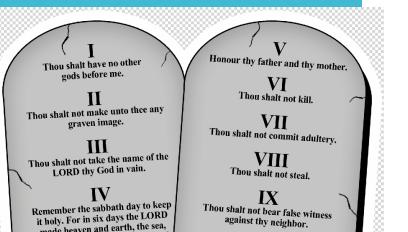
Jot down your ideas (30 seconds), Share with your neighbours

# Principles



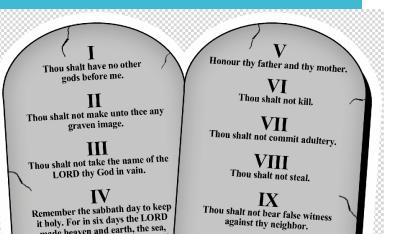
#### **1. Build relationships** (80% success)

# Principles



# Build relationships (80% success) Collaboration not competition

# Principles



## **1. Build relationships** (80% success)

- 2. Collaboration not competition
- **3. Apprenticeship** *Try* & work with good researchers, or offer to lend a hand

# Principles

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## Build relationships (80% success)

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#### 4. Determination / Fortitude/Persistence

# Principles

I Thou shalt have no other	V Honour thy father and thy mother.
gods before me.	Ý VI
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Thou shalt not make unto thee any graven image.	
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Thou shalt not take the name of the LORD thy God in vain.	VIII Thou shalt not steal.
IV Remember the sabbath day to keep it holy. For in six days the LORD mode beaven and earth, the sea,	IX Thou shalt not bear false witness against thy neighbor.

Build relationships (80% success)

- 2. Collaboration not competition
- **3. Apprenticeship** *Try* & work with good researchers, or offer to lend a hand
- 4. Determination / Fortitude/Persistence
  5. Break big tasks into smaller bits "Micro-productivity"



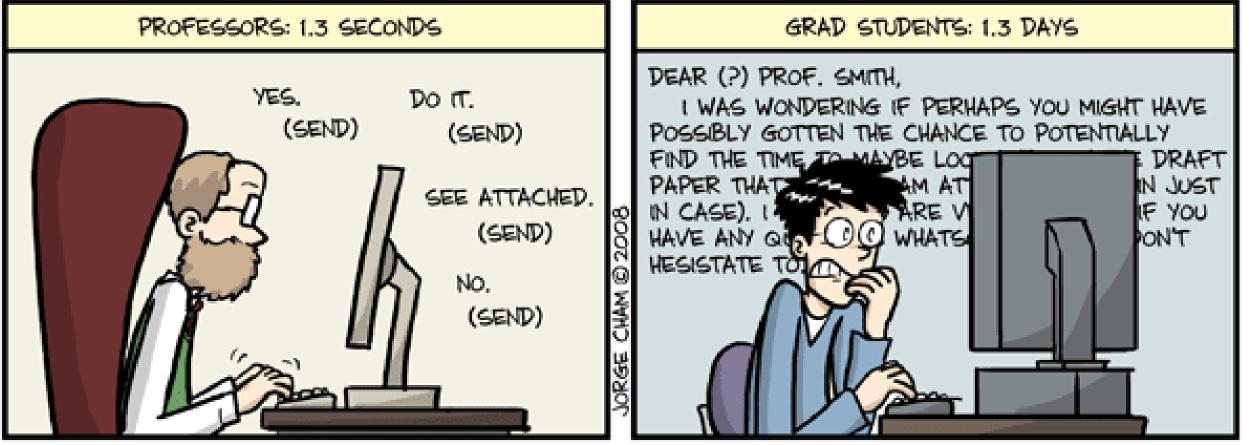
## KATE'S TIPS: Things you need to do

- 1. Manage your time PLAN, PLAN, PLAN.
- 2. Manage your boss's/supervisors' time
- 3. Ask for help
- 4. Accept comments/criticism
- 5. Challenge comments/criticism
- 6. Anticipate the end game

Kate Fleming

#### How & When? Time management

#### AVERAGE TIME SPENT COMPOSING ONE E-MAIL



#### WWW. PHDCOMICS. COM

Getting Published

Four simple steps

### **1.** Operationalise Study Protocol

- 2. Draft <u>Abstract</u>
- 3. Draft & Submit Manuscript
- 4. <u>Satisfy journal</u> editor & reviewers

Getting Published

# Four simple steps

# Operationalise Study <u>Protocol</u> Draft <u>Abstract</u> Draft & Submit <u>Manuscript</u> <u>Satisfy journal</u> editor & reviewers

# Protocol



- **1.** Crucial bedrock
- **2. Seek advice widely** including mentor (s)
- 3. Include scoping review or systematic review
- **4.** Clear Research Question
- **5.** Draft dummy tables

# Protocol



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- **2. Seek advice widely** including mentor (s)
- 3. Include scoping review or systematic review
- **4.** Clear Research Question
- 5. Draft dummy tables
- 6. Pilot or die

#### Getting Published

# Four simple steps

# Operationalise Study <u>Protocol</u> Draft <u>Abstract</u> Draft & Submit <u>Manuscript</u> <u>Satisfy journal</u> editor & reviewers

Group Discussion **Questions to facilitate Discussion** 

How many abstracts have you been involved in drafting?

What was the most scary/tricky bit?

Jot down your thoughts

Share with your neighbour

## Abstract (1)



# **Draft Abstract EARLY** <u>Before</u> project has finished **Use IMRAD structure** Involve team, senior author, friends, partner, mentor etc Helps clarify focus, identify key issues and results

= Scaffold for "fleshing out" subsequent Sinon Cepe Nell 2021

## Abstract (2)



#### **Draft Abstract EARLY** Before project has finished **Use IMRAD structure** Involve team, senior author, friends, partner, mentor etc Helps clarify focus, identify key issues and results Look for novel/"sexy" angles, find market niche Submit as soon as initial results available (more will become available by conference date) **Iteration** $\rightarrow$ key messages & best title, consider media angles **Sort out authorship issues** (BMJ authorship guidelines useful) Plan ahead regarding possible target journals Abstract =Scaffold for subsequent manuscriptimon Capewell 2021

# Asking for help

### "There is no such thing as a stupid question"

Kate Fleming

# Asking for help

### "There is no such thing as a stupid question"

- Supervisor / other researchers/academics
- Co-authors
- Mentors
- PEERS your institution, SSM, other
- Taught courses
- Student advice centre

Kate Fleming

### Seek Feedback



## Seek Feedback

- 1. GRAB any opportunity to elicit feedback advice, suggestions, new collaborators
- 2. Seek presentations to conferences, department, institute, visitors

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## Seek Feedback

- 1. GRAB any opportunity to elicit feedback advice, suggestions, new collaborators
- 2. Seek presentations to conferences, department, institute, visitors
- 3. Presenting "Research in Progress" is GOOD
- Use audience feedback to improve study/ abstract/ manuscript

Getting Published

# Four simple steps

# Operationalise Study <u>Protocol</u> Draft <u>Abstract</u> Draft & Submit <u>Manuscript</u> <u>Satisfy journal</u> editor & reviewers

Pause for A&O



Group Discussion

### **Questions to Facilitate Discussion**

How many abstracts have you been involved in drafting?

What was the most scary/tricky bit?

What might you do differently next time?

Jot down your thoughts Share with your neighbour

# Part 2

Group Discussion **Questions to facilitate Discussion** 

How many **Manuscripts** have you been involved in drafting?

What was the most scary/tricky bit?

Jot down your thoughts Share with your neighbour

#### HOW to write

#### Jo's Top Tips 1

J.Thompson-Coon@exeter.ac.uk

- Work out WHEN you write best eg if mornings, schedule that time for new writing (and schedule editing/referencing tasks for afternoon, or vice versa)
- Work out HOW you write best. Some prefer little and often, eg 20 minutes every day before your emails. (Others might block out a day, or even a week).
- Create a routine for getting down to writing, and then...
- Block that time off in your diary (others can see what you're doing)
- Start writing before you turn your **emails** on, and keep them turned OFF
- Take regular breaks short writing sessions then breaks are more productive

#### HOW to write

#### Jo's Top Tips 2

J.Thompson-Coon@exeter.ac.uk

- Work out WHEN you write best eg if mornings, schedule that time for new writing (and schedule editing/referencing tasks for afternoon, or vice versa)
- Work out HOW you write best. Some prefer little and often, eg 20 minutes every day before your emails. (Others might block out a day, or even a week).
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- Start writing before you turn your **emails** on, and keep them turned OFF
- Take regular breaks short writing sessions then breaks are more productive
- Start with the Methods is often easiest, you should know what you've done (and there may be reporting standards one can follow)
- Find an easy bit that you really know, & start there (Aileen Clarke's advice)
- Finish in the middle of a sentence (or paragraph), so that when you come back to it, the first few words are easier
- Create First; later, Prune hard (Make each word earn its place)
- Build in accountability by **agreeing a date to share with a colleague** and ask them to block out time to read-you then have to meet your own deadline!
- Write with others, if you prefer the collective silence can be addictive!

#### WHAT to write

# Four simple steps

# Operationalise Study <u>Protocol</u> Draft <u>Abstract</u> Draft & Submit <u>Manuscript</u> Satisfy journal editor & reviewers

Grow your writing skills

The Perfect

**Simon's lessons slowly learned** (huge thanks to Tim Albert, Gordon Leitch, Sandy Muir, Jim McEwan, Norman Horne, Dwight McLeod etc etc)

- **1.** Plan before writing: *Draft an <u>Outline</u>, & be willing to refine it*
- 2. Create Text First, Criticise Later
- 3. Use <u>deadlines</u>: Draft a timetable to maintain momentum & morale
- 4. Break task into manageable <u>bits</u> (less daunting, easier to see progress)
- 5. Work with a <u>buddy</u>, (or ideally with a team)
- 6. Define your <u>audience</u> (for journals, it is just 1 editor & 2 reviewers)

Grow your writing skills

**The Perfect F** 

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- 6. Define your <u>audience</u> (for journals, it is just 1 editor & 2 reviewers)
- 7. Write <u>bullet points</u> for each section; expand later into paragraphs
- 8. Keep <u>sentences short</u> and clear.
- 9. Use "inverted pyramid" paragraphs, ie "<u>front-load</u>" your main message <u>first</u>, followed by supporting evidence. (especially Intro & Discussion & Editorials).
- **10.** Aim for a narrative <u>thread</u> running through a series of paragraphs
- **11.** Find an <u>easy bit</u> that you really know, and start there (Aileen Clarke's advice)

# Manuscript drafting

#### Break big tasks into small bits √

- 2. Write bullet point sentences for each section, √ expand later into paragraphs
  - **Concise sentences.** Each paragraph <8 lines **V**
- 4. Clear, concise messages & threads  $\sqrt{}$



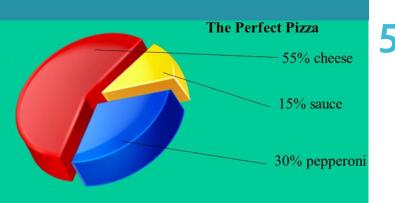
3.

Manuscript drafting

- **1.** Break big tasks into small bits
- 2. Write bullet point sentences for each section, expand later into paragraphs
- **3.** Concise sentences. Each paragraph <8 lines
- 4. Clear, concise messages & threads
- 5. Shape your STORY for Reviewer & Editor "How this work contributes to current debate on topic."
- 6. Best stories are SIMPLE; Likewise best papers KISS principle: <u>KEEP IT SIMPLE & SHORT</u>
- **7. Consider Reporting Guidelines to structure paper** *e.g. STROBE (Cohorts), CONSORT (RCTS) PRISMA (systematic reviews) etc.*



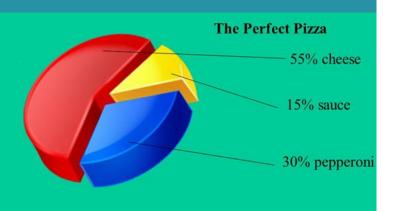
# Introduction



### Introduction section

- 1. Build on text from Protocol & Systematic Review/ Scoping Review
- 2. Involve a topic expert
- **3. Most journals only want 2-3 paragraphs** *(WHY topic is important, WHAT research needed)*
- 4. Sell Your Story (Share your excitement & enthusiasm)
- 5. First & last sentences are crucial

# Methods



# **Methods section**

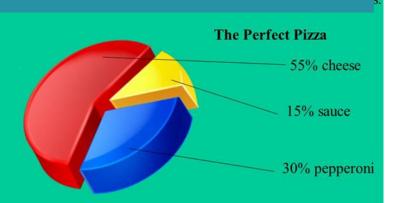
- **1.** Build on abstract & protocol text
- 2. Ideally provide sufficient detail so another researcher could replicate the study
- 3. Excess detail might be transferred into a Technical Appendix (journals mostly electronic)
- 4. OK to copy & paste relevant text from previous papers, then edit.

# Results

# **Results section**

- **1**. Build on abstract
- 2. Lay out structure early
- **3.** Create dummy tables early, to clarify most important results, & how best to present them.
- 4. Excess detail might be transferred into a Technical Appendix (journals mostly electronic)
- 5. Interpret in Discussion, <u>not</u> in Results

# Discussion 1



# **Discussion section**

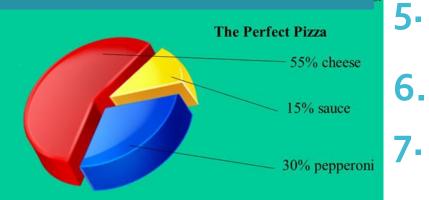
Draft using structure, eg BMJ. One para each:

**1.** Summary of Main Findings (journalist's focus)

#### 2. Relate these to previous studies

- Main finding #1
- Main finding #2
- Main finding #3
- 3. Strengths & limitations\* (CRUCIAL)

# Discussion 2



# **Discussion section**

#### Draft using structure, eg BMJ. One para each:

- **1.** Summary of Main Findings (journalist's focus)
- 2. Relate these to previous studies
  - Main finding #1
  - Main finding #2
  - Main finding #3
- 3. Strengths & limitations\* (CRUCIAL)
- Implications for..... Policy, Public Health, Future Research
- **5.** Brief conclusions (Media focus: To spin, or not?)
- 6. First & last sentences are <u>crucial</u>
  - Throughout study, jot down thoughts as they occur to you, & grab feedback suggestions

Finalising & submitting manuscript **1.** First author does 80% of work

- 2. But MUST get 20% input from colleagues, especially experienced ones
- **3. Co-authors prefer a formatted (tidy) draft** *(but bullet points are perfectly OK, initially)*

4. Give co-authors deadline for comments

5. A perfectionist critic has value, (but try & engage them early, not last minute)

Initially <u>accept</u> comments & criticism, then reflect, then <u>challenge</u> later

Kate Fleming

#### Initially accept comments & criticism, then reflect, then challenge later



www.phdcomics.com

Never, EVER, call a document "FINAL"

Kate Fleming

"FINAL".doc



FINAL.doc!

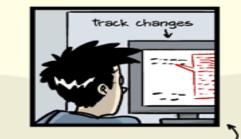




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JORGE CHAM @ 2012





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#### Kate Fleming

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Pause for A&O



Group Discussion

# **Questions to facilitate Discussion**

How many manuscripts have you been involved in drafting?

What was the most scary/tricky bit?

What might you do differently next time?

Jot down your thoughts Share with your neighbour

# Part 3

Plan a journal hit-list in advance

#### Plan a journal hit-list in advance

**1.** Be systematic

#### 2. Research your target journals early on Scope & intended readership?

Scope & intended readership? Has it published similar papers? Skim issues to see topics; structure; writing & referencing style etc Unsolicited reviews welcomed/not?

#### 3. Impact Factors (IF) matter

Lancet, BMJ, PLoS, BMC etc Jane helps you to choose target journals: http://jane.biosemantics.org/

- **4.** Aim high,  $\alpha$  your ambition, energy, persistence & time available
- 5. Identify ~4 target journals— one with a higher IF than you think your manuscript is suitable for, & one lower

#### 6. It is a "marketplace"

You are selling your story to journal editor

### **Cover Letter**



1. EDITOR is gatekeeper. Wants simple, clear, original, punchy paper. (relies on the reviewers to detect bullshit or bias)

#### **2.** COVER LETTER is v important:

A brief summary where you can brag about the study, and how important this paper is for that journal. An opportunity to entice the editor to send manuscript for review.

### **Cover Letter**



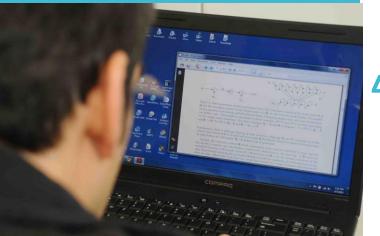
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- 3. Obtain an exemplar from your supervisor/boss/mentor
- **4. Reconsider your TITLE.** A catchy Title can sell a paper.
- MONEY! You & senior author need to identify the funds available (Most open access journals now charge £1000+)

### Online Submission



#### **ONLINE SUBMISSION**

- Allow <u>lots</u> of time (1/2 1 day) Potentially confusing for beginners - lot of forms & questions that apparently make little sense.
- 2. Can Register on the online submission site <u>before</u> the final draft stage: check all the information that will be needed
- Some info may be needed from/ approved by co-applicants: everyone's email, <u>+</u> their ORCID number

do that at same time as final manuscript amendments

Seek advice from more experienced colleague / Senior Author

Positive thinking



#### Positive Thinking Submission is a major milestone, but...

Positive thinking



#### Positive Thinking Submission is a major milestone, but...

**1.** Schedule SUBSTANTIAL time over next few months Reviewer responses, proofs, publicity are all time consuming Anticipate **1/3** entire manuscript production time is required AFTER first submission of manuscript

#### 2. Mentally prepare yourself for knock-backs

Very few manuscripts are immediately accepted first time Your journal hit list is thus crucial (I often just put a rejected m/s aside for one day, but NOT a month!)

Positive thinking



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#### 2. Mentally prepare yourself for knock-backs

Very few manuscripts are immediately accepted first time Your journal hit list is thus crucial (I often just put a rejected m/s aside for one day, but NOT a month!)

#### 3. You WILL succeed eventually!

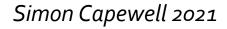
There are 100,000 relevant journals out there. **Every paper has a home** 

Getting Published

Four simple steps

# **1.** Operationalise Study Protocol

- 2. Draft <u>Abstract</u>
- 3. Draft & Submit Manuscript
- 4. Satisfy journal editor & reviewers



Group Discussion

# **Questions to facilitate Discussion**

Have you observed/been involved in responding to journal editors & reviewers?

What was the most scary/tricky bit?

Jot down your thoughts Share with your neighbour

#### **Quiz Question**

# Who loves the journal editors & reviewers??

Satisfying the journal editor & reviewers

# Principles

- **1.** Consider editors' perspective:
  - Competitive market place, so they need shiny products for their "shop window".
- 2. Editors & reviewers mostly unpaid; motivated by interest, ambition & genuine desire to improve the quality of published work.



Satisfying the journal editor & reviewers

# Principles

- **1. Consider editors' perspective:** Competitive market place, so they need shiny products for their "shop window".
- 2. Editors & reviewers mostly unpaid; motivated by interest, ambition & genuine desire to improve the quality of published work.

(1% may be sadistic psychopaths. However, to win, You must Play the Game.....)



Dealing With Journal Reviewers & Editors

# **Top Tips**

**Create a Response Table** 

- Systematically address each point
- 2. Assume each point is intended as a helpful, constructive suggestion
- 3. Ensure ALL your language is positive and helpful
- 4. Address suggestions you don't like
- 5. ?Obtain an exemplar from your supervisor/boss/mentor

Dealing With Journal Reviewers & Editors

Create a Response Table

One row for each point raised by

 a) editor,
 b) each reviewer/referee

# 2. Address EVERY point systematically

(That shows your professional approach, & is very helpful for them)

3. Use format to make it crystal clear, eg Reviewer point in bold Your response in plain New text "in italics & quotes"

**Dealing With** Journal **Reviewers &** Editors

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1. Based on the hig an overstatement outweigh the cost Thank you. We looked at For food system, the media according to the 2<sup>nd</sup> panel of for the processed food indu We have therefore amended t

"The benefits to food system

however for workers confin

Dealing With Journal Reviewers & Editors

Assume each point is constructive



- **1.** Pretend each point is intended as a helpful, constructive suggestion intended to improve the quality of the scientific corpus of knowledge
- 2. If the reviewer has a problem with your research, so might the intended reader, so try to resolve all issues positively
- 3. Try hard. Remember your objective – successful publication

(Relieve stress using favourite ventilation methods)

Dealing With Journal Reviewers & Editors

# Address every point raised

# Systematically address each point raised

- 1. Use Praise thank them for their constructive and helpful comments.
- 2. Minor point "Thank you. Addressed in full & sorted."
- 3. Major point "Thank you for highlighting this important issue. We have taken your helpful advice, and have totally rewritten the sentence/paragraph/whatever, as indicated below '
- 4. Amend your manuscript as **Track Changes**
- 5. Paste the amended text into your response tab using inverted commas and italics.

#### Why?

It shows you respect and value their suggestion. It saves them having to trawl through the entire manuscript (they are very busy people).

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2 117 .

Dealing With Journal Reviewers & Editors

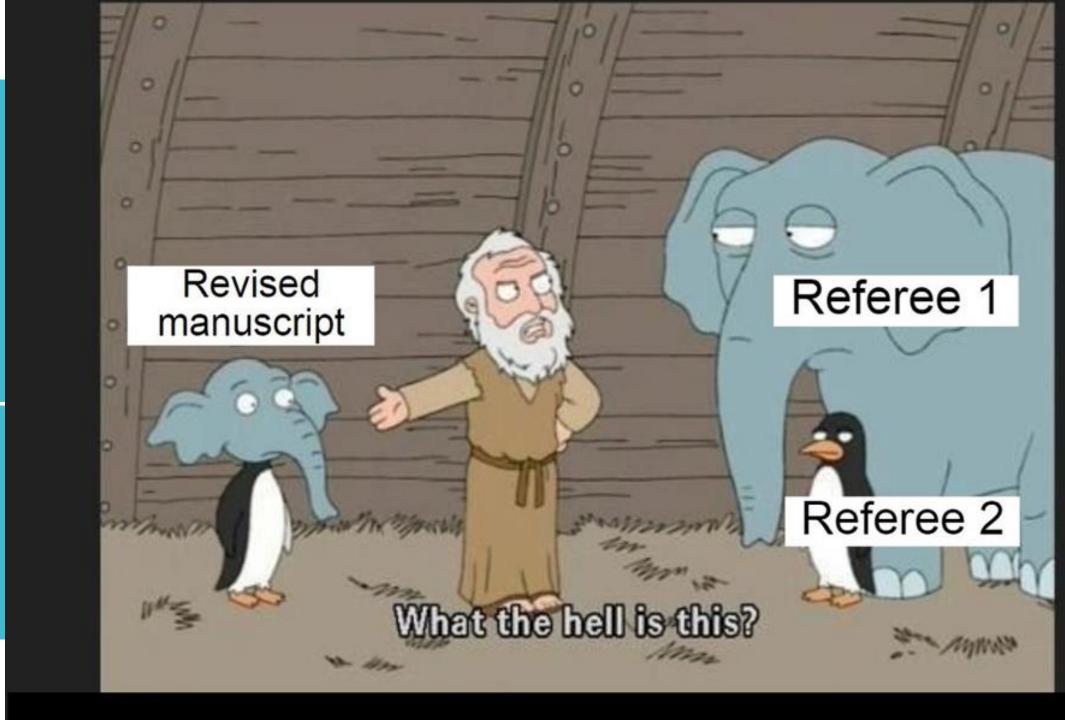
Use positive language

- 1. Ensure ALL your language is positive & helpful
- 2. Do NOT rant, moan, or attack the editor
  - Do NOT let anger seep in
- 4. Do NOT try to score points

Do not even hint that reviewer is illegitimate, moronic, biased, stupid or sadistic (though possibly all true).

(Go & relieve frustration repeatedly, as necessary)

#### From @cedric\_



Dealing With Journal Reviewers & Editors

# **Difficult points**

#### Difficult points, or suggestions you don't like

- Avoid negative words like "No", "Not" or "Cannot"
- Brainstorm possible responses with team colleagues, especially experienced ones
- 3. Choose best two options, then ask senior author to advise
- Seek a Win/Win response to the point, while preserving your sense of scientific probity.
- 5. Or maybe say "We agree issue is difficult, so we have deleted that problematic sentence".

#### BUT your objective is to get published.

Which sometimes requires Pragmatism > Principle.

#### Dealing With Journal Reviewers & Editors

# Rebuttals

J R Coll Physicians Edinb 2020; 50: 362-4 | doi: 10.4997/JRCPE.2020.403

Revisions, Rejections and Rebuttals: The show must go on!

EDITORIAL

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Keywords: peer review, research, publications, desk rejections, editors, manuscripts

Financial and Competing Interests: DPM is an Associate Editor of the Journal of the Royal College of Physicians of Edinburgh (JRCPE) and serves as Editor/Editorial board member/ Reviewer for several other international journals. VR is the Editor-in-chief of the JRCPE and serves as Editor/Editorial board member/Reviewer for several other international journals. This paper has undergone peer review in accordance with JRCPE's policies. Journal replies

• Accept

Revise & Resubmit

• Reject

#### Options after rejection

- Try another journal
- Improve the manuscript
- Strengthen analysis or data

#### Rebuttal tactics

- Calm, Objective, Polite, Professional tone
- Say WHY manuscript deserves reconsideration
- Spell out scientific merits of paper
- Flag merits which might have been overlooked

BUT your objective is to get published. Sometimes need Diplomacy> Perfectionism



# Revisions, Rejections and Rebuttals: The show must go on!

Durga Prasanna Misra<sup>1</sup>, Vinod Ravindran<sup>2</sup>

Keywords: peer review, research, publications, desk rejections, editors, manuscripts

**Financial and Competing Interests:** DPM is an Associate Editor of the *Journal of the Royal College of Physicians of Edinburgh (JRCPE)* and serves as Editor/Editorial board member/ Reviewer for several other international journals. VR is the Editor-in-chief of the *JRCPE* and serves as Editor/Editorial board member/Reviewer for several other international journals. This paper has undergone peer review in accordance with *JRCPE*'s policies.

#### https://www.rcpe.ac.uk/sites/default/files/jrcpe\_50\_4\_ravindran.pdf

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# Telling the World

# Disseminating your work

## Getting Published

Disseminating Your Work **1.** Operationalise Study Protocol 2. Draft <u>Abstract</u> **3.** Draft & Submit <u>Manuscript</u> 4. Satisfy journal editor & reviewers **5.** Innovative Ways To Disseminate **Your Work** 

Getting Your Research Published & Disseminated

Telling the World

- GRAB any opportunity to elicit feedback, advice, suggestions, new collaborators
- 2. Seek presentations to conferences, department, institute, visitors.
- 3. Presenting "Research in progress" is OK
- 4. Submit work to conferences ASAP



Telling the World

Media Dissemination

# MEDIA DISSEMINATION

- **1.** Traditional media:
  - Written media
  - Broadcast media Radio & TV
  - Media training
- 2. Social media:
  - Twitter as information source
  - Twitter to disseminate your work
  - Facebook
  - Your website

Telling the World

Traditional Media

# **TRADITIONAL MEDIA**

## **1**. Draft a press release

One month before paper is published electronically Involve wide team, especially Senior Author, Uni Press / Media office (Clarify time embargo journal places on press release)

2. Mark the day BEFORE paper is published in your diary, in case interviews are requested by journalists

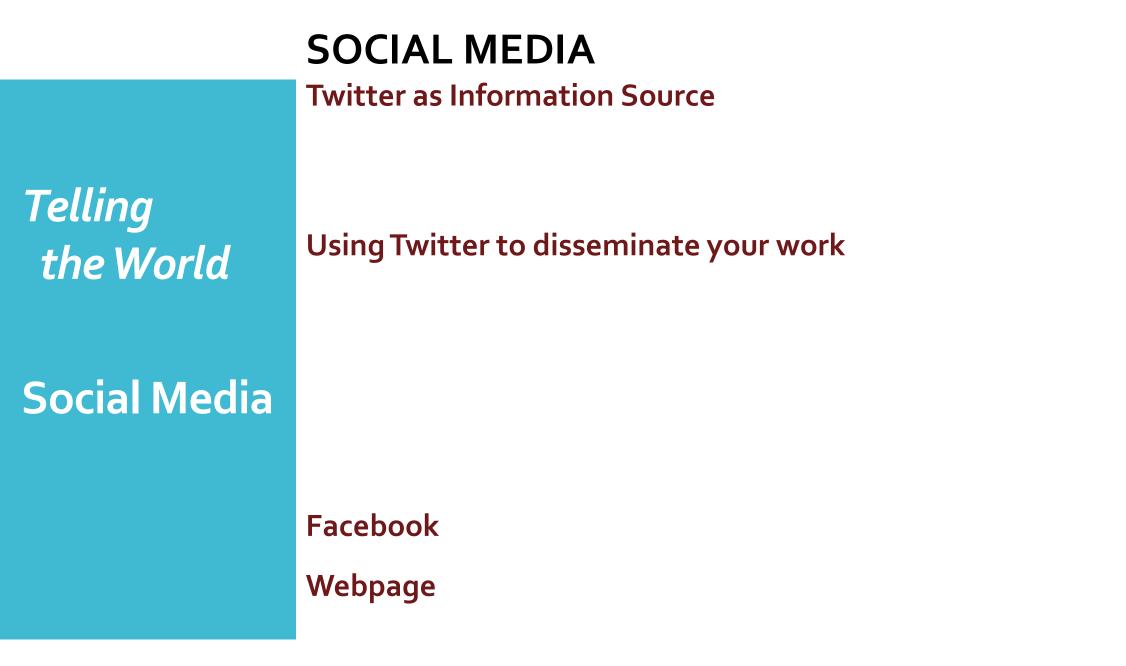
## 3. Written media enquiries

Questions come via Email or an easy phone discussion. Do NOT go beyond your script.

### 4. Broadcast media - Radio & TV Essential to do a media training session first

## 5. Stick to 3x3 format:

(3 main messages, each with just 3 supporting statements) & practice **Bridging Techniques.** 



## **SOCIAL MEDIA**

## **Twitter as Information Source**

- Follow some role models, seek suggestions.
- Praise often, offer polite constructive suggestions, criticise rarely.
- Ask more experienced colleagues for examples of good practices.

## Using Twitter to disseminate your work

- Use a short, jazzy attention-grabbing headline. > Include a nice picture.
- Use #hashtags. > Avoid mornings
- Witty phrase & "Good News" work better than a negative message.
- Copy to lots of relevant folk, to raise your professional & policy profile.
  If a potentially controversial issue, get prior advice from an experienced
- colleague to

a) consider wisdom of doing it, b) prepare to handle some negativity.

**Facebook:** Ditto Jazzy journalistic handle, nice picture etc

**Webpage:** Worthwhile, but time consuming.

- Best done as a Group: with One designated Editor, &
- All members providing material on a regular basis

Simon Capewell 2021

Telling the World

# **Social Media**



Getting Published & Disseminating Your Work



# CONCLUSIONS

**Operationalise Study Protocol**  Draft Abstract Draft & Submit Manuscript Satisfy Journal editor & reviewers Use Innovative Ways to **Disseminate Your Work** 

Simon Capewell <sup>et al</sup> Cork SSM, 2019



Getting Your Research Published & Disseminated

Group Discussion

# **Questions to facilitate Discussion**

Have you\_observed/been involved in responding to journal editors & reviewers?

What was the most scary/tricky bit?

What might you do differently next time?

Jot down your thoughts Share with your neighbour

# Reserve Slides

# 20 cognitive biases that screw up your decisions

#### 1. Anchoring bias.

People are over-reliant on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind.



#### 5. Choice-supportive bias.

When you choose something, you tend to feel positive about it, even if that choice has flaws. Like how you think your dog is awesome - even if it bites people every once in a while.



#### 9. Information bias.

The tendency to seek information when it does not affect action. More information is not always better. With less information, people can often make more accurate predictions.



#### 2. Availability heuristic.

People overestimate the importance of information that is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day.

This is the tendency to see

patterns in random events.

10. Ostrich effect.

The decision to ignore

dangerous or negative

information by "burying"

one's head in the sand, like

an ostrich. Research suggests

that investors check the value

of their holdings significantly

less often during bad markets.

of reds.

It is key to various gambling

fallacies, like the idea that red

is more or less likely to turn up

on a roulette table after a string

#### 3. Bandwagon effect.

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of groupthink and is reason why meetings are often unproductive.



#### 6. Clustering illusion.

information that confirms our preconceptions - one of the many reasons it's so hard to have an intelligent conversation about climate change.

11. Outcome bias.

Judging a decision based on

the outcome - rather than how

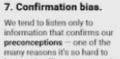
exactly the decision was made

in the moment. Just because

you won a lot in Vegas doesn't

mean gambling your money

was a smart decision.



#### 8. Conservatism bias.

4. Blind-spot bias.

more in others than in

themselves.

Failing to recognize your own

cognitive biases is a bias in

itself. People notice cognitive

and motivational biases much

Where people favor prior evidence over new evidence or information that has emerged. People were slow to accept that the Earth was round because they maintained their earlier understanding that the planet was flat.



#### 12. Overconfidence.

Some of us are too confident about our abilities, and this causes us to take greater risks in our daily lives. Experts are more prone to this bias than laypeople, since they are more convinced that they are right.



#### 13. Placebo effect.

When simply believing that something will have a certain effect on you causes it to have that effect. In medicine, people given fake pills often experience the same physiological effects as people given the real thing.



#### 17. Selective perception.

Allowing our expectations to influence how we perceive the world. An experiment involving a football game between students from two universities showed that one team saw the opposing team commit more infractions.



SOURCES: Brain Biases; Ethics Unwrapped; Explorable; Harvard Magazine; HowStuffWorks; LearnVest; Outcome bias in decision evaluation, Journal of Personality and Social Psychology; Psychology Today; The Bias Blind Spot: Perceptions of Bias in Self Versus Others, Personality and Social Psychology Bulletin; The Cognitive Effects of Mass Communication, Theory and Research in Mass Communications; The less is more effect: Predictions and tests, Judgment and Decision Making; The New York Times; The Wall Street Journal; Wikipedia; You Are Not So Smart; ZhurnalyWiki

#### 14. Pro-innovation bias.

When a proponent of an innovation tends to overvalue its usefulness and undervalue its limitations. Sound familiar, Silicon Valley?



#### 18. Stereotyping.

Expecting a group or person to have certain gualities without having real information about the person. It allows us to quickly identify strangers as friends or enemies, but people tend to overuse and abuse it.



15. Recency.

The tendency to weigh the latest information more heavily than older data, investors often think the market will always look the way it looks today and make unwise decisions.



#### 16. Salience.

Our tendency to focus on the most easily recognizable features of a person or concept. When you think about dving, you might worry about being mauled by a lion, as opposed to what is statistically more likely, like dying in a car accident.



20. Zero-risk bias.

Sociologists have found that

we love certainty - even if it's

counterproductive. Eliminating

risk entirely means there is no

chance of harm being caused.

#### 19. Survivorship bias.

An error that comes from focusing only on surviving examples, causing us to misjudge a situation. For instance, we might think that being an entrepreneur is easy because we haven't heard of



all those who failed



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A JAPANESE CONCEPT MEANING "A REASON FOR BEING"

