ACCESS ANALYTIC

58 Crazy Excel Stories

*... that are probably happening
in your company right now!*

Jeff Robson (CEO)

Contributors:

Bradley Adams, Matt Allington, Duane Aubin, Bipin.U bangali, Prem Beejan, Anthony Berendt, Jim Breedlove, Charles Brown, Ron Campbell, Jaeson Cardaño, Phillip Catterall, Chandeep Chhabra, Adam Creese, Fawn Crow, Ebenezer Devadason, Byron de Vries, Lynette Donnelly, Alexander Folmer, John Foster, Stephen Gay, Robin Gerichhausen, Matt Gibbs, Patricia Groom, Adam Heim, Jennifer Holton, Chadwick Hunt, Paulius Jakubenas, David Jessop, Agboola Mabinuori, Wyatt McNabb, Damien Mearns, Nishita Merchant, Anthony Newell, James Raines, Michael Rees, Dan Ricker, Karen Riley, Rupesh Sharma, Oz Soleil, Anusha Subramaniam, Hervé Thiriez, Anne Walsh, Will Wardle, Rob Wharmby, Sherrie-anne Williams, Joe Wong, Laurence Yang, Jacob Zimmer, János Zsoldos

I've done all the dumb things

We've all done things that, in hindsight, were pretty stupid.

Pretending to be Superman and jumping off the roof, licking ice cubes that stuck to our tongues, or wedging our heads between bars to get a better look then getting stuck … it's a miracle that any of us actually make it to adulthood!

As adults, we look at what kids do and think "Why on earth would you do that? That's crazy!"

It's the same with Excel. When you've had some training and experience and you're watching someone doing the most basic thing in Excel in some extremely long-winded or difficult manner, it's just excruciatingly difficult not to yell "GIVE ME THE KEYBOARD!"

It's not that the person doing this is (necessarily) dumb or stupid. Usually, they just don't know any better.

Normally, it's not their fault either – they're usually just doing what they were shown, how they were shown to do it (if they were shown at all!).

However, you can't believe they're doing things in such a difficult, manual, time-consuming way when there's such simple functionality that would solve their problem almost immediately … although usually you don't see this until they've spent hours doing things the hard way!

An Epic Tragedy

This eBook is a collection of these stories, taken from our own experience plus the contributions of our Excel Expert LinkedIn connections and fellow Group members.

They're funny, in the same way as crazy kid-stories are funny, but they're also sad in a way because they're just the tip of the iceberg.

Every day, millions of people in millions of offices all around the world are doing these kinds of things, simply because they don't know any better.

Most companies wouldn't even think of sending someone out to use a piece of complicated and powerful machinery without proper training … it would be an occupational health and safety nightmare!

Yet this happens all the time with Excel.

Everyone *who uses Excel needs an appropriate level of training because no one automatically knows how to use something complicated and if they learn on their own, they won't learn the most efficient ways.*

Not giving relevant training creates a huge problem that's just as significant as operating machinery incorrectly, when you consider the financial risk from errors, lost productivity, and reputation risk if incorrect information is released outside the company.

Be part of the Solution & Start Today!

- Organize regular training for staff: online training, mentoring, & instructor-led courses.
- Share what you know with others e.g. a 30min lunch & learn and/or a YouTube video on a new topic
- Click on new buttons in Excel & Google how they work, and/or buy an Excel book.
- Read some helpful Excel articles on our blog, LinkedIn Groups, MrExcel, Ozgrid …

Start investing in your own Excel skills then share the knowledge with those around you. Everyone will be better off and you'll help stop the craziness!

Executive Summary & Key Themes

We've grouped the stories submitted under the main topics and have summarised the recurring themes for each below.

If you want to both laugh and cry, read some of the actual stories together with our comments & recommendations in the next section.

Wrong Tool for the job

- Using Excel for everything, including Word processing and attempting to make a relational database was common!
- Using a calculator to either add numbers and get the total, or to check Excel's calculations was also common.
- Some users are also reported colleagues who were unaware of Excel's sheets or the grouping functionality.

Misusing VBA Macros

- After discovering VBA macros, some users seem to use it for everything, even if it doesn't serve any useful purpose, or simply replicates Excel's existing functionality.
- Others were unaware of basic functionality so setup macros in ways that were fraught with danger.

Lack of Understanding Data in Excel

- There were many reports of users spending countless hours reformatting or rekeying data that could have been very simply manipulated with a basic Excel formula or function.
- Some users don't realise Excel has built-in filtering and sorting capabilities.
- Navigating large datasets in very manual, time-consuming ways was also common.

Pivot Table Problems

- This functionality is still considered "Advanced" by many users & is poorly understood.
- As a result, users often spend huge amounts of time building & replicating Pivot Table functionality.

Formula Difficulties

- Using incorrect or inefficient formulas was quite common, resulting in huge inefficiencies and few people ever review key spreadsheets.
- Some users had difficulty working with formulas: reading them, copying them down the page, or working out how to switch between viewing formulas and values.
- INDEX/MATCH is still a mystery to many users.

Formatting Deficiencies

- Manually trying to change the way numbers are formatted was quite common.
- Manually applying formatting to cells instead of conditional formatting or applying formatting then saving as a CSV were also reported.
- Misusing Excel's formatting to show or hide certain things also seemed common.

Conclusions

- Excel is the most complicated piece of software most users will ever encounter.
- No one automatically knows how to use something new and if they learn on their own, they won't learn the most efficient ways of doing things.
- As such, all users need an appropriate level of Excel training.
- "Training" includes a wide variety of learning:
    - In-house or public instructor-led training courses, & one-on-one mentoring
    - Online training courses
    - Informal "lunch & learn" type sessions to share & re-iterate Excel shortcuts amongst staff internally
    - Books and YouTube videos on Excel topics
    - Experiment: click on buttons to see what they do & Google to find out more
    - Online discussion forums & blogs
- Start today!

If you'd like any help with any of these things, just call me on +61 8 6210 8500 or e-mail me jrobson@accessanalytic.com.au

Let me know your story!

Jeff Robson, CEO

Wrong Tool for the Job

Story	Our Comment
Robin Gerichhausen Using Excel instead of Word to write a complete letter with some variables.	Used Word instead and mail-merge!
Byron de Vries I get asked to help all levels of Excel users, except the guy who does the calculations on his HP calculator then enters the results into his spreadsheet.	Excel is pretty good at adding things up!
Duane Aubin How about someone punching some numbers into a handheld calculator, typing the result into a spreadsheet...and THEN saying, dismissively, "Yeah, yeah, I know Excel." #ithappened #facepalm	Arrrgh! #doublefacepalm ☺
Charles Brown I had a boss who insisted on using Excel as his word processor. 1 cell = 1 row. No word wrap. He would cut and paste 1 cell at a time if he needed to adjust line spacing. Yes, he had Word installed on his PC with an icon on the desktop.	…?!
Chadwick Hunt I had a manager that knew how to use functions in Excel, but didn't trust the calculations made by Excel, so he manually calculated everything using a calculator...for simple addition and percentages. This practice was used to check a large number of cells.	Excel has calculation engine that's a lot better than your calculator!
Fawn Crow I got an email asking for the spreadsheet with all of the information; later I got another email telling me they had figured it out, they forgot about the tabs.	Yes, sheets are pretty important!
Rupesh Sharma I didn't know that I could select multiple select together and simultaneously insert a row above the top row of 100 sheets and paste in a hyperlink. Therefore, I did it hundred times separately. Poor me! But now life is easy as I know about grouped sheets.	Grouped sheets are a fantastic way to perform the same action on multiple sheets at once.
Hervé Thiriez I once asked a lady who had a problem with her file to send me a copy of her file. She faxed me a photo of her USB stick!	OMG …!

Story	Our Comment
Jennifer Holton I have seen someone who uses the calculator to add things up & enter them manually into Excel take this to a whole new level. She would create sheets for each day, using the calculator to get the total, then input that for each day. After this, she'd create a new sheet for weekly totals where she would use the calculator to add up each day (and each category for each day) to input on that sheet as well.	Wow! No need to do 98% of this work!
Anthony Newell I've seen Excel bastardised to 'behave' like an Access database on many an occasion, zillions of worksheets, a truck of unfathomable formulae and code. Jokes aside, the problem is that when something like that becomes BAU its impact on processes and man hours is scarily far-reaching. Cue proper Spreadsheet governance!	Excel is great … but it's not the answer to every problem and it's not a relational database (despite many people's efforts!)
Ron Campbell One that hurts me is when someone has a big sheet of data (many thousands of rows) and they highlight all of the data with the mouse. The flicker hurts my eyes! When I see this I have to show them a better way!	Ctrl-Arrow keys is a much faster way to navigate. Ctrl-Shift-Arrow is a much faster way to select.

VBA Macros

| Story	Our Comment
Phillip Catterall I remember seeing an Excel tool that, as part of its normal process, opened another Excel sheet. The other Excel sheet was password protected, so the author had included the password in the VBA code of the first sheet. Just in plain text in the middle of the code, meaning that anyone with enough nouse to hit Alt-F11 could find it and get into the other sheet!	Password protect your VBA module in Tools > VBA Project Properties > Protection
David Jessop A user developed an application for listing parts by recording dozens of macros and not even changing the numerous "selects", let alone turning off the screen updating and adding any comments.	Edit recorded macros to remove hardcoded cell references & unnecessary code like "selects"
Wyatt McNabb I was once hired to fix a macro in Excel that's only function was to put a phone number into A1.	Macros should only be used if they serve a purpose!
Jim Breedlove Another mistake I see is spreadsheet developers who jump right in writing VBA code to accomplish what is a built-in capability of Excel.	VBA will always be slower than using Excel's built-in formulas & functionality
Matt Gibbs Bob didn't know much about VBA or keyboard shortcuts, but bless him he had a go. He created a macro that saved the active workbook, and decided to assign this marvellous invention the shortcut [ctrl+z] So when I accidentally did something disastrous to Bob's file, instead of undo we saved all changes and lost the undo feature. Thanks Bob	Macros assigned to keyboard shortcuts are useful but should be assigned to Ctrl-Shift-<letter>
James Raines Someone creating a userform with a picture background and a text box that reads "Hi" and appears every time the workbook opens.	Pointless macro!

Data

Story	Our Comment
David Jessop I have come across many problems resulting from a complete lack of data validation and / or peer review. Perhaps the worst was a new date entry being copied to a whole column overwriting that in thousands of previous rows, not being noticed and propagated through the daily backups for several weeks. Of course passwords were widely known and never changed. Of course everyone has to learn but some companies still don't think any formal training is necessary!	Use Data Validation (Data > Data Validation) to ensure correct data is entered. Use independent review (with either internal or external resources) to ensure key spreadsheets are right.
Ebenezer Devadason 'Number stored as text' is a common nuisance when downloading Excel files from other apps.	Use built-in functionality to convert to numbers or =A1*1
Agboola Mabinuori The light came on a colleague who was asked to separate surname from first name of over 500 staffs and he began to labour by separating the names one after the other. He had gone more than half way when I walked in and showed him text to column function; there was a thunderous shout to express his frustration on his ignorance.	Text to columns allows you to easily split a cell based on a delimiter (e.g. space). You could also do this using formulas with the LEFT, RIGHT, FIND, and LEN functions
Adam Heim Someone copied down formulas for a list of say 5000 records, however they didn't notice there were 20,000 records total. Individual was not a novice either.	If the data were put into a Ctrl-T table, the formulas would automatically copy down to all rows
Stephen Gay Employing someone to write reports on a daily basis, when the whole process can be automated.	Reporting can be automated via Power BI reports, macros or Pivot Tables.

Story	Our Comment
Jacob Zimmer The filter function can save lives... or you can be like certain individuals and delete everything you do not want in a specified row.	Filters are a powerful way to only show the records you want to see
Michael Rees Three people spent several weeks of full-time work to retype data so they could merge data sets because they didn't "trust" lookup functions (or were afraid of being made redundant!)	Excel's lookup and reference functions would have done this in seconds
Sherrie-anne Williams Calculating data in one worksheet, then copying and pasting the results values into a second worksheet formatted in exactly the same way "Just to be sure in case one of the sheets broke"	Each worksheet holds the same values!
Bradley Adams Manually entering decimal-separated dates and wondering why they can't sort by date range!	Dates need to be entered in the correct format to be sorted correctly.
Will Wardle People sorting rows manually!	Click the Sort button
Bipin.U bangali Using the ABS formula would simplify the process of sorting amounts irrespective of the debit or credit directions, thereby enabling the user to match the line items easily. People try to match amounts after sorting by number and they scroll up and down to do this.	ABS shows the absolute value (i.e. positive value) of any number.
Prem Beejan I got a quotation sheet last week where Excel was used for typing only. The item cost was shown as "40x5=200" and the total was "Total cost=20,000"!	Best to use Excel formulas to do calculations!
Paulius Jakubenas My best moment when we were trying to reverse-engineer some calculations and the intern simply copy & pasted the numbers to replicate. 100% fit!	Yes, copy & paste values will give the same answer as the original!
Patricia Groom Computing Last week I started a new 'role', and got a look at one of their spreadsheets. A1 - name; A2 thru A4 address. I might be there some time...	Best to put these into columns of a Ctrl-T table of data

Story	Our Comment
Adam Creese Watching someone scroll with the mouse wheel to the bottom of a many thousand-line table or list to add a new record at the bottom. That really grinds my gears!	Ctrl-DownArrow will quickly move to the bottom of a table or list.
Anne Walsh Or someone who manually removed all the extra spaces from thousands of records … writing that just makes me want to weep	TRIM will remove unwanted spaces from the beginning & end of data in cells
John Foster Probably the best was a staff monitoring spreadsheet I created that needed information completed in Column B next to each employee name - information that was consistently being missed out, so I'd created a WorkbookBeforeSave macro that checked for blanks and wouldn't let you save the file if Column B was incomplete. I received a call one day from a user asking about a message that had popped up on screen, "something about having to complete Column B". I explained what the message was and what he needed to do to be able to save the file. His response? "Where's Column B". My reply: "It's traditionally located between Column A and Column C".	Sometimes, there's only so much you can do to make a spreadsheet "idiot-proof!"

Pivot Tables

| Story	Our Comment
Anusha Mathur Subramaniam Instead of leveraging Pivot Tables to quickly summarize data into different views, they create sheet templates and do calculations to show aggregated data based on specific fields.	Pivot Tables are a powerful way to summarise large amounts of data
Alexander Reinders Folmer A colleague of mine once asked for my help with a pivot table because she couldn't get why the results were not correct. It turned out that instead of the "average" option the averages were calculated columns, wreaking havoc on all subsequent results. This pivot table was used for monthly financial reports to management and shareholders.	Change the Value Field Settings for Pivot Table Values to display Averages rather than creating calculated fields
Jim Breedlove I once had a colleague who created a spreadsheet with over 10k formulas because he didn't know how to use Pivot Tables. The formulas contained errors that were hard to identify and the spreadsheet was very slow to calculate.	Pivot Tables can summarise vast amounts of data very quickly
Robin Gerichhausen I've seen people using a Pivot Table based on a fixed range where a dynamic range was required. This resulted in incomplete reports. This is not stupid...but also not something you want to happen :)	Use dynamic named ranges (generated via OFFSET formulas) as the basis for Pivot Tables. An even better solution is often to use an Excel Table (Ctrl-T) as the Pivot Table source.
Karen Riley People sorting and grouping like items together to find a sum or a count instead of using Pivot Tables.	Pivot Tables are far more powerful & useful

Formulas

Story	Our Comment
Damien Mearns One of my favourites - context is important in these things - there was a 'big 5' auditor doing an audit on a blue chip and I got chatting to some of the auditors - no one else does! They stayed late every night for hours. eventually I asked them what kept them so long in the office - they showed me an Excel report that the client had given them - out of SAP - and lots of the accounts were indented they could not work out how to remove the indention - the CLEAN function did not work (it was 'printing characters'). So, while charging an eye watering rate per hour that could buy you a Ferrari in a week, they spent hours and hours going into each cell - a few thousand rows - and copy pasting the account out into another cell! I showed them how EspressoRec could do it in less than a second but they said that the "Ferrari driving partners" in the firm would not be interested in it and continued using their almost ink & quill method.	Lookup & reference formulas (e.g. INDEX/ MATCH) may have been a better solution. Alternatively, a VBA macro could have helped or a pre-built add-in could assist.
Oz du Soleil One time, I went to help someone with a mail merge. Before we started, I used the PROPER function to fix about 100 names. The guy almost had a heart attack. He'd been on this job for months. He'd get this report and it was in ALLCAPS. He'd gotten used to spending days and days retyping these names. This wasn't even his primary job. So, he might fix just 5 names during an entire workday when he had 60 to 100 to fix at the start of each month. That one task was a bottleneck in a lot of other processes. He didn't know about PROPER. But he didn't ask for help either.	Excel has many powerful text functions such as LEFT, RIGHT, MID, UPPER, LOWER, PROPER (& more) that can save vast amounts of time when working with large data sets.
Jaeson Cardaño I admit it! During my old days I didn't know that the INDEX+MATCH combination existed so I	INDEX/MATCH provides an elegant

Story	Our Comment
was copying or referencing the desired output to the right side of the lookup value every time.	and powerful combination for lookups to the left or right.
Matt Allington I saw a guy slaving over formulas like typing A1*B1 in cell C1, then typing A2*B2 in cell C2, manually typing all the way down the page.	Formulas can be copied or filled down to automatically update on each row.
Jeff Robson We once audited a spreadsheet for a client that was a 20-year forecast model. All its initial calculations were in year 1, with the remaining 19 years all linked to the first year.

The model was being used as the basis for submitting a government tender.

The spreadsheet author had made some significant logic errors and by the time these were compounded over 19 years, the total error came to over $800 million!

Needless to say, the client was rather happy we found the error *before* they submitted their tender! | Firstly, it's best to setup financial models so that each line is calculated independently.

Secondly, it's always good to get someone else to look at your important spreadsheets before you use them to make big decisions. |
| **Will Wardle** Someone was going up and down a column of numbers randomly writing down numbers. Asked them what they were doing – they wanted to find the minimum value. They then asked me if I could tell them the maximum value. | Use the MIN or MAX functions |
| **Chandeep Chhabra** I have seen many folks reading the formula in the formula bar (instead of pressing F2).

They read each cell address and then their eyes will go for a spreadsheet tour to locate that cell, by the time they have found all the cells, they have forgotten the logic of the formula in the first place. And then they start all over again …! | Pressing F2 highlights all the precedent cells with different colours so they can be easily located.

Alternatively, use Excel's Evaluate Formula or auditing software. |

Story	Our Comment
Joe Wong Copy formulas and paste as values, then ask why Excel doesn't work	Paste Special Values only copies the values
Will Wardle Helping people out when they think they have broken Excel when it displays formulae not numbers!	Ctrl-` toggles the display between formulas & their results
Oz du Soleil I go back and look at some of my early YouTube Excel tutorials and think, "Dang! I sure did that the hard way." In one, I repeatedly use Find/Replace rather than set up a lookup array and use INDEX/MATCH.	Yes, INDEX/MATCH is a much easier way!
Jeff Robson We recently saw a risk register with a matrix to rate risks according to two dimensions: severity and consequences. Because the client didn't know about INDEX/MATCH, they'd manually rated each risk by typing the rating into the cell … for hundreds of risks! When we changed it to a formula, we also identified some mistakes where they'd forgotten to update the rating.	INDEX/MATCH calculates all the ratings accurately and effortlessly in a millisecond!

Formatting

Story	Our Comment
Laurence YANG One time, my officer project asked me why there was a blank rectangle on the spreadsheet after to put back the gridlines. He tried to put the gridlines back in but was unsuccessful. He asked me to solve the problem. After analysis, I came to the conclusion that my officer project had just colored a few cells white!	Best to remove the background colour, rather than colour it white.
Laurence YANG Once, my officer project was charge of a large database. He had to change the number format from 3,000,000.00 to 3 000 000,00. He tried to use "Ctrl+H" but was unsuccessful because there was a problem during the extraction. He decided to change each cell manually, replacing "," with space and "." with ",". When he was fed up with this task, he asked me to finish his work. I just thought he was joking or he was foolish! I personally used "Ctrl+H" on Notepad to solve the problem. It was much faster.	There's usually no need to change the underlying number to make it display differently in Excel. Here, a custom number format may have solved this issue even faster.
Dan Ricker Many moons ago when I was young enough to think I was young... I worked with a group that used numeric values for an ID and the ID value required 8 characters so there were often leading zeros (0) in an ID. Excel naturally removed the leading zeros with the "General" format. I received Workbooks from multiple users that I was to consolidate into a single Workbook and provide the users with a mechanism to "push" there updates. I covered many cases of how users dealt with the missing leading zeros. Some understood text format and used it, some added a capital letter "O" instead of the leading zero but one user had me stumped until I sat on his machine and watched him. We had a machinist that lost a finger earlier in life. it was the finger used for the letter "O". So ... he used a letter "Q" for which	Leading zeroes can be displayed using a custom number format. Alternatively, if zeroes are required in a cell, the TEXT function can be used e.g. =TEXT(A1, "0000") All numbers will have 4 or more digits.

Story	Our Comment
he did not have to try and compensate for his missing finger. Until I saw him typing, I did not understand...	
Lynette Donnelly I've seen teams spend hours adding color to cells each month to highlight a top percentage. When I say "has anyone taught you how to use conditional formatting" I get a blank look. 5 minutes later after a quick tutorial, the floodlights come on.	Conditional formatting is a fantastic way to quickly and easily highlight cells meeting a criteria.
Anthony Berendt I've found confidential commercial information "hidden": a) "hidden" as a white font against white background, which even revealed in a PDF print of a spreadsheet costing and gave me their margins; b) in "hidden" rows or columns, which can be copied and pasted and revealed in a new sheet.	"Hiding" information this way is always a bad idea. Better not to have commercially sensitive information in the file.
Nishita Merchant Manually adding "$" signs to a formula	Just press F4.
János Zsoldos Someone used cell formatting to mark some relevant cells then saved as CSV...	The CSV format doesn't retain any formatting!
Rob Wharmby One I've seen a lot are people who colour the background white to get rid of grid lines instead of unticking the grid lines box	Unticking the View > Gridlines checkbox is much easier!

Find out more

To find out more about how to stop things like these happening, just contact Jeff Robson on +61 8 6210 8500, +61 412 581 486 or jrobson@accessanalytic.com.au

Access Analytic Overview

Overview

Access Analytic provides AMAZING Excel solutions to enable companies to grow, control their costs and reduce their risks.

Figure 1: Access Analytic Solutions Overview

Our Services fall into three groups:

1. Helping Companies Grow:

    - **Process Improvement**: streamlining processes to create flexible, scalable processes.

    - **Financial Modelling**: to forecast results (e.g. equity/loan capital raising, business planning, feasibility studies, project economics etc.) with sensitivity and scenario analysis to support decision-making with confidence.

    - **Reporting**: tailored dashboards and KPIs using Excel and Power BI to connect to both cloud and on-premise data, thereby allowing companies to keep on top of their operations, gain insights, and make data-driven decisions.

    - **Training**: training in all of these areas to transfer skills to support further growth.

2. Helping Companies Control Cost

    - **Process Improvement**: efficient Excel-based processes that reduce the need for manual input.

    - **Financial Modelling**: Excel-based budgeting and forecasting systems that enable companies to efficiently control and monitor their costs.

    - **Reporting**: reporting to assist Finance, Human Resources and Operations with their areas of responsibility for cost control.

- **Training**: assisting staff to become more productive and reduce the need for additional resources. Courses are provided on an in-house basis, which often results in a cost saving of 50% or more compared to public courses.

3. Helping Companies Reduce Risk

- **Process Improvement**: by automating processes, companies not only save time, they also reduce the errors and risks that result from manual inputs. This results in more accurate data, which can provide better analysis.

- **Financial Modelling**: independent model auditing services to provide assurance that key models are producing accurate results and can be relied upon.

- **Reporting**: reporting that focuses on the right data at the right time to provide transparency & visibility.

- **Training**: financial modelling best practices to reduce risk and improve quality.

We are based in Perth, Western Australia and the business was established in 2000. Access Analytic provides services to clients located in: Australasia, Asia, Africa and the Middle East. A selection of our clients is shown below:

Access Analytic: Rising Star

Access Analytic was named as one of the WA Business News' Rising Stars for 2012, recognising the success and achievements of our company.

About the Author

Jeff Robson, Principal Business Analyst
Masters (Applied Finance), BCom (Accounting & Information Systems), CISA, MAICD, FAIM, F Fin, Microsoft Excel Expert

Jeff is the founding director and principal analyst at Access Analytic Solutions. He has over 15 years' experience in chartered accounting, business management and consulting.

Jeff holds a Masters in Applied Finance and is a Certified Information Systems Auditor. He is highly regarded and recognised around the world as an expert in the field of financial modelling.

His achievements have been recognised by his peers and he is a Fellow of both the Financial Services Institute of Australasia and the Australian Institute of Management.

Jeff has extensive experience in best practice financial modelling, management reporting, business analysis, and spreadsheet auditing and is also an entertaining international presenter and trainer on these subjects.

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This eBook owes its content to many contributors who freely shared their stories on LinkedIn.

Huge thanks to all the following people:

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