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Objectives Manager Workbook for EXCEL 5.0

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P.O.Box 1473

Elkhart, Indiana 46515

(219)522-6807

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OBJECTIVES MANAGER Workbook for EXCEL 5.0

Using an EXCEL 5.0 workbook, you can enter and rank your objectives, include action items, and get printouts of current and completed objective worksheets. Action items can be added or moved for individual objectives. Change only individual objective worksheets, not the summary **Objectives** worksheet.

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Overview

The **Objectives Manager Workbook for EXCEL 5.0** helps you keep track of your objectives. This section gives you an overview of each Objectives Manager command. For information on how to define your objectives, see the section on using the Objectives Manager workbook.

The first worksheet in the workbook is named **Objectives**. It will contain a summary of all the objectives that you have entered. Following the **Objectives** worksheet, there will be one worksheet for each of your individual objectives. They will be called Objective1, Objective2, ..., in the order that you enter them. Use the Add command from the Objectives Menubar to add a new objective.

After an objective has been completed, it can be moved to the table of completed objectives. Use the Delete command to designate the objective as completed, or to remove it altogether. You may want to wait until the end of the year to delete objectives. Until you reevaluate your objectives, you may want to just mark the STATUS of the objective as *completed*.

When objectives are entered, they are given a rank that is just the order in which they are entered. The first objective you enter has a rank of one. After you have entered all of your objectives it may be more meaningful to rank them in order of importance. To do this, use the Rank command. You can choose between two ranking methods.

With the first ranking method, objectives may be selected one at a time. Individual ranks may be assigned to each of the objectives. After assignment, press the Sort button to sort the objectives by rank.

With the second ranking method, objectives will be presented to you pairwise. Indicate in the dialog box how important they are relative to each other. After all pairs are evaluated, an overall ranking will be calculated. The current objectives on the Objectives worksheet will be automatically sorted with the most important at the top.

Four different printouts can be generated using the Print command. Current objectives are those shown on the main **Objectives** worksheet. Completed objectives are those that were deleted with the *keep sheet* option.

From any worksheet you can use the Select command to select any objective worksheet so that you can examine or modify it. If you use the mouse to select an objective on the main **Objectives** worksheet,

that objective will be the first choice shown when you use the Select command.

Action items for each objective may be entered. Use the New Action Item command to add a new action item. Before using this command, first select the individual objective worksheet to which you want to add the action item.

When action items have been completed, they can be moved to the achievement list. If the action items have to be postponed or canceled, they can be moved to the deferred list. Use the Move Action Item command to do this. Select the option button to designate a move to the achievement or deferred list. Before using this command, select the action item that you want to move by placing the mouse cursor over the action item and clicking the left button.

Entry of information and moving items around have been simplified by the use of dialog boxes with help. The help key on any dialog box brings up context sensitive help from this help file.

Getting Started

The **Objectives Manager Workbook** is loaded into EXCEL 5.0 by selecting the File Open command from the EXCEL menubar. To begin, you should open the file named OBJMAN.XLS. If this file is on a floppy, open it from the floppy. If you have copied it to the area where you keep EXCEL workbooks, open it from there.

Do not load the workbook with the File Find File command.

When you first open the **Objectives Manager Workbook** OBJMAN.XLS, it will ask you for your name. This is used only as part of the title on printouts. Give your name as you want it to appear on those printouts and then click on the OK key.

Be careful about using the ampersand character (&) as part of your name. This name will be used in print headings, and EXCEL interprets the ampersand character to have special meanings for customizing the heading. If you need this character, type it twice (&&) and it will be printed once. The double ampersand has a special meaning to EXCEL and means display one ampersand.

If you do not want your name on printouts, just click on the CANCEL key.

Each time you load the workbook it will ask for your name -- until you have entered your name or added at least one objective.

Before entering any objectives, save the file using the EXCEL File SaveAs command from the menubar. Give the file a new name. Store the file in the hard disk directory that you use to store your other EXCEL workbooks. In the future, use only the new name to open your objectives workbook.

Using the Objectives Manager

The overview section provides a short description of each **Objectives Manager Workbook for EXCEL 5.0** command. In this section, the contents of the worksheets are discussed. The first worksheet is named **Objectives** and it is a summary sheet. The information it contains is automatically updated when you change the information in the individual objective worksheets. Information in the **Objectives** worksheet should not be changed directly.

The OBJECTIVE

When you look at one of the individual objective worksheets, the objective will be on the top line. It is the most important thing on the page because it is what you are trying to achieve.

When you use the Add command to add a new objective, there are two required pieces of information: the objective and a deadline. The **Objectives Manager** does not try to help you define the quality of your objectives. But, that is something you should think about.

To be an objective of high quality, it must be specific, measurable, achievable, realistic, and have a completion date. If any of these are missing, what you have left may be a hope, a wish, a dream, a value to live for, a principle to live by, a vision of the future -- but not an objective.

An objective is specific. It identifies something in particular that you will be investing your time and effort to achieve. Will others be able to observe your progress towards this objective? Will specific milestones mark your progress towards this objective?

An objective is measurable. There must be definite criteria that let you say that you have actually achieved your objective. At some point in time will you be able to say that you have achieved this objective? Will you be able to measure your progress towards this objective?

An objective is achievable. If a goal can not be reached, it is best to choose a different goal. Can you achieve this objective by your own effort? If not, do you have sufficient commitment of time, money and support from the others who will have to assist you? Have others achieved similar objectives in the past?

An objective is realistic. Just because someone with unlimited time and money could achieve the objective does not mean that it is realistic today for you. Do you have a clear idea about how to reach the objective? Do you

have sufficient resources to reach this objective? Have you achieved similar objectives in the past?

When you type in the objective, ask yourself if it is specific, measurable, achievable, and realistic. Enter the objective in the present tense. It is not that you **will achieve** something in the future, but that you **are achieving** something specific by a given date.

If you want to change the wording of your objective later, that is OK. Just select the worksheet of the individual objective and edit or type over the old objective text. The modified objective will automatically be changed on the first summary sheet.

The DEADLINE

On an individual objective worksheet, the deadline -- or due date -- is the second item from the top.

An objective has a due date. The deadline should be achievable and realistic. How long did you need to achieve similar objectives in the past? How long have others needed?

Sometimes deadlines change. If you need to change the deadline later, you can edit the information on the individual objective worksheet. It will be automatically changed on the summary **Objectives** worksheet.

The RANK

Objectives are initially assigned a rank as they are entered. The first one you enter becomes #1. The second becomes #2, and so forth. If you want to keep this order, you do not need to do anything. The ranking will not change by itself.

If you want to change to some specific order, you could edit the rankings on the individual worksheets. Then sort the first page by the first column (the rank).

The recommended way of ranking the objectives is to use the rank command. Using the one at a time method, you assign numeric ranks to each individual objective through the dialog box. Objectives will not be sorted until you press the Sort button on the dialog box. Using the pairwise method, you will be asked to compare all combinations of objectives pairwise. An overall ranking will be computed and the objectives on the first page will be displayed with the most important ones at the top.

The STATUS

The STATUS field on the individual worksheets is not filled in with any default value. If you want any status information about a specific objective displayed or printed, fill in the field with a short status description. It should be about 20 characters or less to look good on the printout. If you complete an objective, you may want to put **Completed 8-Apr-94** or something similar in the STATUS field. If you use too many characters, you can always adjust the column widths to make the display or printout look good again.

The ACTION ITEMS

The specific steps necessary to achieve an objective can often be broken down into action items. These action items can act as milestones towards your objectives. Action items can also act as a **TODO** list. In any case, they can help you make the objective more specific by defining exactly what must be done to achieve it.

After you have selected an individual objective worksheet with the select command, you can use the new action item command to add these action items. After they have been added, you can edit them if they need to be changed.

After an action item has been completed, you can move the item off the Action Items list. This is done with the move action item command. Action items can be moved to the ACHIEVEMENTS list if successfully completed, or the DEFERRED list if not.

Other Categories

A final category is called COMMENTS. Fill this in with any relevant information. To be consistent, place new information in the third column (C) as you see the other information in the worksheet. There is no dialog box to help add comments. Just type them in at the end of the worksheet.

You can add your own categories. After the final item on the COMMENTS list, leave a blank row and enter your category name in the first column. Any additional information can be entered under the new categories. To be consistent, place new information in the third column (C).

Menu Commands

The **Objectives Manager Workbook** commands are executed by clicking on them from the Objectives item of the EXCEL menubar. The following commands will be available.

Add

Delete

Rank

Print

Select

New Action Item

Move Action Item

There are also **Help** and **About** entries on the Objectives item of the EXCEL menubar. The **Help** command provides access to this Help file. The **About** command shows the last date that the Visual Basic code for the workbook was modified and displays a copyright notice.

Add a new objective

A summary of the objectives is shown on the **Objectives** worksheet, the first worksheet in the workbook. Following the **Objectives** worksheet, there will be one worksheet for each of your individual objectives. The **Add** command allows you to add another objective. A new individual objective worksheet is created, and a new entry is added at the bottom of the **Objectives** worksheet.

The dialog box asks for an objective and a deadline. Both must be given in order to add the new objective. The objective must be different from any other -- current or deleted (with *keep sheet* option). An error will occur if a duplicate objective is entered, and you must then enter one that is at least worded differently.

The individual objective worksheet is added at the end of the other individual objective worksheets. The new objective is assigned an arbitrary rank set one higher than the highest current objective ranking.

After an objective is added, the **Add** dialog box remains visible. You can continue adding objectives until all have been entered. Then click the CANCEL button, or press the Escape key.

Delete an objective

There are several occasions when you might want to delete an objective. The objective could be successfully achieved. It could be indefinitely postponed. It could no longer be desired.

Selecting the **Delete** command allows you to remove objectives from the **Objectives** worksheet. The dialog box will display an objective. To select others, use the up and down arrows next to the name in the dialog box. Objectives will be displayed one after the other as you click on the arrows. Click on the OK button to delete the displayed objective. Click on the CANCEL button if you decide not to delete any objective.

The objectives will be presented in the order that is shown on the **Objectives** worksheet.

A fast way to delete an objective is to click on the objective name in the **Objectives** worksheet before selecting the **Delete** command. The selected objective will be the first choice offered in the dialog box.

If the workbook is already positioned on an individual objective worksheet, that objective will be the first choice offered in the dialog box. Deleted objectives can not be deleted again and will never appear as choices in the delete dialog box.

There are two option buttons: *Keep sheet* and *Erase sheet*. The **Delete** command will always remove the objective from the list on the **Objectives** worksheet. If the *erase sheet* option is selected, the worksheet for the individual objective will also be erased, and the objective is gone for good. If the *keep sheet* option is selected, the worksheet for the objective will be kept, and the objective will appear on the printout of completed objectives.

Even if you have completed an objective, you might not want to delete it until the end of the year -- or whenever you reevaluate your objectives. If you select the worksheet of an individual objective that you have achieved, you can update the **Status** to read **Completed 8-Apr-94** or something similar. When you make a printout of current objectives, the **Status** field will also be printed. If you delete the objective with the *keep sheet* option selected, you will need to get a printout of both the current objectives and of the completed objectives. You will need to decide which style you prefer.

If you delete an objective with the *keep sheet* option, it can be reactivated by selecting it with the select command and checking the *Reactivate* checkbox. The objective will be added to the **Objectives** worksheet. The rank of the reactivated objective will be set to the highest rank not in use.

Rank the objectives

The objectives are assigned an arbitrary ranking when they are entered. The first one entered is ranked #1, and so forth. Rankings are integers that can range from 1 to 30000.

The objective that has a rank of 1 is the objective with the highest rank. After sorting, the objective with a rank of 1 will be the first displayed on the **Objectives** worksheet. It will be the first printed when you select the **Print Current Objectives** option.

The Objective Manager has two built in ranking methods. If you select the one at a time method, you can assign a rank to each objective. If you select the pairwise method, you will compare all objectives pairwise. The software then determines the ranking from your comparisons. You must have at least two objectives to perform either type of ranking.

The ranking is used to determine the order in which the individual objective worksheets are printed out. It is important that all objectives have a rank, and that all rankings are different. Each time that you finish using the Rank command, the individual objective worksheets are reordered by rank.

Rank the objectives one at a time

If you select the *one at a time* ranking method, an objective will be shown in the lower box of the dialog screen. By clicking on the spinner arrows next to the text of the objective, you can select different objectives.

As each objective is shown, its ranking is also shown in the upper box. Click on the spinner arrows next to the ranking to increase or decrease it. The new ranking is automatically saved. You can also enter a new number into the edit box that displays the rank. You must click on the OK button after entering the number to update the worksheet with this new ranking.

If the summary **Objectives** worksheet is selected, there is a shortcut method for selecting the first objective to rank. Position the mouse over the objective name on the **Objectives** worksheet and click the left mouse button to select that cell. Then give the Rank command and select the *one at a time* option. The objective you selected will be shown in the view box. Editing the text in this view box has no affect.

If you do not use the shortcut method, the first objective to be displayed will be the first one on the **Objectives** worksheet.

After you have changed several rankings, the objectives may not be in order any more. To sort the objectives with the highest ranking one (#1) shown first, click on the SORT button. After sorting, you may continue to set objective rankings. To finish, click on the CANCEL button.

Rank the objectives with pairwise comparison

If you select the pairwise comparison method, you will be asked to compare two displayed objectives relative to each other. One objective can be slightly, strongly, or absolutely preferred over the other. Or, they can be equally preferred. From equal to absolute, you are given nine (9) different ranks to choose from. Click on the comparative rating you want to give, and then click on the OK button.

After all pairs have been compared, an overall ranking of all objectives is calculated. The **Objectives** worksheet will be sorted, showing the most important ones at the top. If you press the Escape key -- or click on the CANCEL button -- any time during the comparisons, the ranking process will be terminated and no scores will be calculated.

The Objective Manager implements the Saaty method of scaling ratios using the principal eigenvector of a positive pairwise comparison matrix. Using this procedure, inconsistencies in judgments can also be estimated. An indicator of good, fair or poor quality in judgments will be displayed after ranking.

For more information on this method, see the book by Thomas L. Saaty, *The Analytic Hierarchy Process*, McGraw-Hill (1980).

Actual scores are located in the SCORE column of the **Objectives** worksheet. These numbers are one hundred (100) times the principal eigenvector of the comparison matrix.

The principal eigenvalue and its eigenvector for a real matrix are calculated according to Theorem 9-6 in *Matrices and Linear Transformations* by Charles Cullen, Addison-Wesley (1967). As an approximation, the calculation is truncated after 6 iterations. For real, positive reciprocal matrices of small order, the truncation error is less than 1%.

Print the objectives

When you select the **Print** command from the Objectives pull down menu in EXCEL, four different print options are available. You can select any combination -- including all and none. If you do not click on any of the print options, nothing will be printed when you click on the OK button. This is the same as clicking on the CANCEL button.

The **Objectives** worksheet shows a list of current objectives. This list is printed if you select the *List of Current Objectives* option.

For each of the objectives on the **Objectives** worksheet there is an individual objective worksheet. All of these worksheets will be printed if you select the *Current Objectives* option. This option will reorder the individual objective worksheets in the workbook by rank.

If you have deleted any objectives with the *keep sheet* option, there will be individual objective worksheets that are not summarized on the **Objectives** worksheet. A summary of the worksheets that are not on the **Objectives** worksheet will be printed if you select the *List of Completed Objectives* option.

The individual objective worksheets that are not on the **Objectives** worksheet will all be printed if you select the *Completed Objectives* option.

If the formats of the columns do not look exactly the way you want, the column widths can be changed by using EXCEL commands directly.

Select an objective

The **Objectives** worksheet shows a list of current objectives. For each of the objectives on the summary **Objectives** worksheet, there is an individual objective worksheet. When you want to change the due date, status, or action items of an objective, you should make the changes on an individual objective worksheet. Use the **Select** command to select an individual worksheet.

If you give the select command and then click on the CANCEL button -- or press the Escape key -- the summary **Objectives** worksheet will be selected.

If the summary **Objectives** worksheet is selected, there is a shortcut method of finding a particular objective worksheet. Position the mouse over the objective name on the **Objectives** worksheet and click the left mouse button to select that cell. Then give the Select command. The objective you selected will be the first choice offered in the view box, and you only need to click on OK to select that objective.

Another method is to issue the select command from any individual objective worksheet. The view box will be filled with the next objective in order of worksheet position. Pressing the up and down spinner arrows next to the box will display the various objectives one after the other. Click on the OK button when you have found the one you want, or on the CANCEL button to return to the **Objectives** worksheet.

The order that objectives are displayed in the view box may not be the order shown on the summary **Objectives** worksheet. They are displayed in the order that the individual objective worksheets are found in the workbook. Initially, this is the order in which they are created. However, each time the current objectives are printed or ranked, the worksheet order is sorted by rank. The deleted (with *keep sheet* option) objectives will be placed at the end. All objectives -- current and deleted (with the *keep sheet* option) -- will be available for selection by clicking on the up or down spinner arrows.

If you want to avoid the view box, you can use the immediate select key Control S. If you have highlighted an objective on the summary **Objectives** worksheet, pressing Control S will immediately position the workbook on that objective. If you are currently positioned on an individual objective worksheet, pressing the Control S key will immediately position the workbook on the next individual objective worksheet.

If you have previously deleted an objective with the *keep sheet* option, the **Select** dialog box will show a *Reactivate* checkbox. If you select this

objective after checking the *Reactivate* checkbox, the objective will be reactivated, and will again appear on the **Objectives** worksheet. The rank of the reactivated objective will be set to the highest rank not in use.

New Action Item

Action items are added to an individual objective sheet to provide you a means of monitoring your progress towards the objective. They define the specific steps that must be taken. They help improve the quality of the objective by making it more specific and measurable.

To add a new action item, first select the worksheet of the individual objective. You can use the select command to do this.

Next, give the **Objectives NewActionItem** command. Fill in the edit box with the new action item. Click on the OK button to add the new objective. Click on the CANCEL key if you decide not to add the action item.

If you click on OK, the item will be added to the list of action items. The edit box will be cleared and you can enter another. After you have added the final action item and an empty text box is presented, click on the CANCEL button.

Move an action item

After an action item of an objective has been achieved, postponed, or canceled, it should be moved off the action item list.

First, select the worksheet of the individual objective. You can use the select command to position the workbook at any objective worksheet.

Second, position the mouse pointer over the action item that you want to move. Click the left mouse button to select the action item on the worksheet.

Third, give the **Objectives MoveActionItem** command. The action item you selected should be visible in the edit box. If it is not, press the CANCEL key and try again.

Next, select the option button for *Achieved*, *Deferred*, or *Remove*. The default is *Achieved*. Choosing this option will move the item to the list of achieved action items. If your action item has been postponed or canceled, select the *Deferred* option to move the item to the list of deferred items. If you want to remove it altogether, select the *Remove* option.

Finally, click on the OK button to move the action item. If you decide not to move the item, click on the CANCEL button.

Technical Support

Technical support will be provided to the person who registers. Technical support to registered users will always be available by mail, for a minimum of 12 months following registration. Technical support by phone is subject to limited hours and may not always be available at all times. Registered users will be informed of the most current phone number for technical support, and hours of availability.

To register for an individual license, send the registration fee of US \$30.00 along with your name, address, and software version to the address given below. Outside the USA, add \$5.00 for shipping.

Willis E. Howard, III
Microsmith Computer Technology
P.O.Box 1473
Elkhart, Indiana 46515

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The shareware author Willis Howard may be contacted at POB 1473, Elkhart, IN 46515 or at CompuServe 73075,1372.

