# DAX In PowerBI - Complete Guide

## What is DAX?

Imagine Power BI as a classroom...

#### You have:

- A big register (your dataset)
- A bunch of students (rows)
- And you're the teacher who wants answers (totals, averages, top scorers...)

But here's the twist:

Power BI students don't speak human language. They only understand DAX — the magic math + logic language.

## **DAX = Data Analysis Expressions**

It's like Excel's smart cousin, but for Power BI.

You need DAX when you say things like:

- "Tell me the total sales made this year" → SUM()
- "Who sold more than ₹1000?" → IF()
- "What's the average rating for Chennai?" → CALCULATE() + AVERAGE()

# Why Do We Use DAX?

Power BI without DAX is like a calculator with no buttons. Your data may be beautiful, but without DAX, you can't talk to it.

## DAX helps us:

- Create new columns
- Calculate dynamic measures
- Build new tables
- Apply filters, logic, totals, comparisons, and trends

# Types of DAX Output — with Classroom Analogy

DAX Output Type	Classroom Analogy	What It Does
Calculated Column	Giving each student a separate mark sheet	Creates a new column per row
Measure	Asking class average in a report card	One dynamic result (total, avg)
Calculated Table	Creating a new team with selected students	New table with logic or filter

# **Matrix of DAX Functions**

## Categorized by:

- Beginner / Intermediate / Advanced
- Calculated Column / Measure / Calculated Table

# Beginner Level DAX Matrix

Function	сс	CM	СТ
SUM		V	
AVERAGE		V	
MIN		V	
MAX		V	
COUNT		V	
COUNTA		V	
DISTINCTCOUNT		V	
IF	<b>V</b>	V	
AND	<b>V</b>	V	
OR	<b>~</b>	<b>~</b>	
NOT	<b>~</b>	V	
SWITCH	<b>V</b>	V	
CONCATENATE	<b>~</b>		
LEFT	<b>V</b>		
RIGHT	<b>~</b>		

MID	V		
LEN	V		
UPPER	<b>V</b>		
LOWER	<b>V</b>		
TRIM	<b>V</b>		
TODAY	V	V	V
NOW	V	<b>V</b>	<b>V</b>
YEAR	<b>V</b>	V	<b>V</b>
MONTH	<b>V</b>	<b>V</b>	<b>V</b>
DAY	V	<b>V</b>	<b>V</b>
WEEKDAY	V	<b>V</b>	V
ROUND	V	<b>V</b>	
INT	V	<b>V</b>	
MOD	V	<b>V</b>	

## **Intermediate Level DAX Matrix**

Function	СС	СМ	СТ
CALCULATE		V	V
FILTER		V	V
ALL		V	V
ALLEXCEPT		V	V
VALUES		V	V
SELECTEDVALUE		V	V
RANKX		V	
TOPN		V	V
EARLIER	V		
RELATED	V	V	
RELATEDTABLE		V	V
SUMX		V	
AVERAGEX		V	
COUNTX		V	
ADDCOLUMNS			V
SUMMARIZE			V
SELECTCOLUMNS			V
UNION			V
INTERSECT			V
EXCEPT			V

## Advanced Level DAX Matrix

Function	СС	СМ	СТ
TREATAS		V	<b>V</b>
KEEPFILTERS		V	
REMOVEFILTERS		V	V
ISINSCOPE		V	
ISFILTERED		V	
ISCROSSFILTERED		V	
PATH / PATHITEM	V	V	<b>V</b>
VAR / RETURN	<b>V</b>	V	<b>V</b>
GENERATE			<b>V</b>
NATURALINNERJOIN			<b>V</b>
CROSSJOIN			V

#### **DATASET LINK:**

https://github.com/kumaran4sa/DAX\_NOTES/blob/main/DAX\_DATASET.xlsx

## **BEGINNER LEVEL DAX:**

## 1. SUM()

In class, students are running a stationery sale. The teacher asks,

"How much total money did we collect from all your sales?"

Arjun adds up each order total from their records. "We made ₹320, miss!"

That's what SUM() does — it adds up numbers from a column.

• Type: Measure (CM)

#### Formula:

Total Sales Amount = SUM(Sales[Total])

• Use: Adds all values in Sales[Total] column — total revenue.

## 2. AVERAGE()

Teacher says,

"Let's give a prize to students scoring above average. But what's the average mark?"

Divya sums all marks and divides by number of students. "It's 388 marks!" AVERAGE() finds the average from a column.

• Type: Measure (CM)

#### Formula:

Average Marks = AVERAGE(Students[TotalMarks])

• Use: Calculates average marks of all students.

## 3. MIN()

There's a prize for "most absent student."

Teacher checks: "Who has the least attendance?"

Bala points: "60%! That's the lowest."

MIN() finds the smallest value in a column.

• Type: Measure (CM)

#### Formula:

Minimum Attendance = MIN(Students[Attendance])

• Use: Shows the lowest attendance from the student data.

### 4. MAX()

Now, for the "Perfect Attendee" award, teacher asks:

"Who came to school the most?"

Jeeva jumps up: "98%! That's mine!"

MAX() gives the highest value from a column.

• Type: Measure (CM)

#### Formula:

Highest Attendance = MAX(Students[Attendance])

• Use: Finds the highest attendance among students.

## 5. COUNT()

The teacher is checking how many orders were placed during the fest.

"Let's count the Order IDs."

Even if some values repeat, COUNT() counts how many rows have values (non-blank).

• Type: Measure (CM)

#### Formula:

No of Orders = COUNT(Sales[OrderID])

• Use: Counts how many order IDs exist in the Sales table.

### 6. COUNTA()

One student left their name blank on the roll sheet. Teacher asks,

"How many students filled their name correctly?"

COUNTA() counts all non-blank values, even text in a column.

• Type: Measure (CM)

#### Formula:

Students with Name = COUNTA(Students[Name])

Use: Counts students with non-empty names.

## 7. DISTINCTCOUNT()

The teacher wants to know how many unique cities students came to.

Charan says: "We have students from Chennai, Delhi, Mumbai..."

DISTINCTCOUNT() counts how many different values are in a column.

• Type: Measure (CM)

#### Formula:

Distinct Cities = DISTINCTCOUNT(Students[City])

• Use: Counts number of unique cities in Students table.

## 8. IF()

The teacher wants to separate toppers from average students.

"If marks are 450 or more, call them Topper."

This is where IF() steps in.

• Type: Calculated Column (CC)

#### Formula:

IsTopper = IF(Students[TotalMarks] >= 450, "Topper", "Average")

• Use: Creates a new column showing who's a topper based on marks.

You can also use IF() in a Measure, like this:

High Sales Count = CALCULATE(COUNTROWS(Sales), Sales[Total] > 150)

## 9. AND()

For the "Star Student" badge, teacher sets 2 rules:

#### TotalMarks > 450 and BehaviourScore ≥ 4

Only those meeting both criteria qualify.

• Type: Calculated Column (CC)

#### Formula:

StarStudent = IF(Students[TotalMarks] > 450 && Students[BehaviourScore] >= 4, "Yes", "No")

• Use: Checks two conditions together using AND.

## 10. OR()

To identify who needs support, teacher asks:

"Anyone with low attendance or low behaviour score?"

OR() returns true if any one condition is true.

• Type: Calculated Column (CC)

#### Formula:

NeedsSupport = IF(Students[Attendance] < 70 || Students[BehaviourScore] <=
2, "Yes", "No" )</pre>

• Use: Flags students needing attention based on either condition.

## 11. NOT()

Teacher says:

"I want to know who is not enrolled in our academic year."

This is where NOT() helps. It flips TRUE to FALSE and vice versa.

• Type: Calculated Column (CC)

Formula:

NotEnrolled = IF(NOT(Students[Enrolled]), "No", "Yes")

• Use: Shows who is not enrolled in school.

#### 12. SWITCH()

Instead of writing many IF()s, teacher asks:

"Let's give feedback based on BehaviourScore - 1 is Poor, 5 is Excellent."

 $\mathsf{SWITCH}()$  acts like a grading machine - picks exact matches and gives results.

• Type: Calculated Column (CC)

#### Formula:

```
Feedback = SWITCH(
Students[BehaviourScore],
1, "Poor",
2, "Needs Improvement",
3, "Okay",
4, "Good",
5, "Excellent",
"Unknown")
```

• Use: Converts BehaviourScore into descriptive feedback.

## 13. CONCATENATE()

The teacher wants name tags like "Arjun - 10A" for students.

CONCATENATE() combines two columns into one string.

• Type: Calculated Column (CC)

#### Formula:

NameTag = CONCATENATE(Students[Name], " - " & Students[Class])

• Use: Joins Name and Class into a single text value.

## 14. LEFT()

We want to extract just the first letter of student names for ID cards.

LEFT() pulls characters from the start of a string.

• Type: Calculated Column (CC)

#### Formula:

FirstLetter = LEFT(Students[Name], 1)

• Use: Gets the first character of each student's name.

### 15. RIGHT()

In a treasure hunt, the last 2 digits of StudentID matter.

RIGHT() fetches characters from the end of a string.

• Type: Calculated Column (CC)

#### Formula:

IDCode = RIGHT(Students[StudentID], 2)

• Use: Gets last 2 characters of StudentID.

### 16. MID()

A quiz app wants to extract 3 letters from the middle of product names.

MID() pulls part of a string starting at a given position.

• Type: Calculated Column (CC)

Formula (from Products table):

MidBrand = MID(Products[Brand], 2, 3)

• Use: Grabs part of the brand name starting from character 2.

## 17. LEN()

During the data check, the teacher wants to find who has long names.

LEN() counts how many characters are in a text.

• Type: Calculated Column (CC)

#### Formula:

## NameLength = LEN(Students[Name])

• Use: Returns number of letters in each student's name.

## 18. UPPER()

For making ID cards, all names should be in capital letters.

UPPER() changes all letters to uppercase.

• Type: Calculated Column (CC)

### Formula:

## NameCaps = UPPER(Students[Name])

• Use: Converts names to uppercase.

## 19. LOWER()

In email generation, all letters should be in lowercase.

LOWER() changes all letters to small cases.

• Type: Calculated Column (CC)

## Formula:

## NameLower = LOWER(Students[Name])

• Use: Converts names to lowercase.

## 20. TRIM()

Sometimes names have extra spaces accidentally entered.

TRIM() removes unnecessary spaces.

• Type: Calculated Column (CC)

#### Formula:

CleanedName = TRIM(Students[Name])

• Use: Cleans up extra spaces before or after names.

## **21.** TODAY()

Teacher announces:

"We're giving attendance awards today. What's today's date?"

TODAY() simply gives the current system date (no time).

• Type: CC / CM / CT

## Formula (as Calculated Column in Students):

DaysSinceAdmission = TODAY() - Students[AdmissionDate]

• Use: Finds how many days have passed since a student was admitted.

### 22. NOW()

Sales Rep wants to log the exact date and time when an order was delivered.

NOW() gives current date and time together.

• Type: CC / CM / CT

## Formula (in Sales):

LoggedAt = NOW()

• Use: Logs current date and time when calculation runs.

## 23. YEAR()

The teacher asks:

"How many students will join in 2022?"

YEAR() helps extract the year part from a date.

• Type: Calculated Column (CC)

## Formula:

AdmissionYear = YEAR(Students[AdmissionDate])

• Use: Pulls out a year from the admission date.

### 24. MONTH()

Sales team checks:

"Which month had the most sales?"

MONTH() returns month number from a date.

• Type: CC / CM

#### Formula:

SaleMonth = MONTH(Sales[SaleDate])

• Use: Extracts the month from each sale's date.

## 25. DAY()

Teacher asks:

"How many students joined on the 1st day of any month?"

DAY() returns just the day from a full date.

• Type: Calculated Column (CC)

#### Formula:

JoinDay = DAY(Students[AdmissionDate])

• Use: Extracts day number from a date.

### 26. WEEKDAY()

The school gives a "Weekend Joiner" badge.

"Let's check who joined on Saturdays or Sundays!"

WEEKDAY() gives number for day of the week (1 = Sunday, 7 = Saturday)

• Type: Calculated Column (CC)

#### Formula:

JoinWeekday = WEEKDAY(Students[AdmissionDate])

• Use: Tells what day of the week each student joined.

## 27. ROUND()

For report cards, the teacher rounds off decimal scores to the nearest number.

 $\mathsf{ROUND}()$  is used to round numbers with specific decimal places.

• Type: Calculated Column (CC)

#### Formula:

RoundedBehaviour = ROUND(Students[BehaviourScore], 0)

• Use: Rounds off BehaviourScore to the nearest whole number.

## 28. INT()

In some reports, decimal is not allowed — only full units.

INT() removes the decimal and keeps the whole number.

• Type: CC / CM

#### Formula:

WholeUnits = INT(Sales[Total] / Sales[UnitPrice])

• Use: Returns the whole number result of a calculation.

## 29. MOD()

In a math game, every 3rd student gets a gift.

"Let's tag students where row number % 3 = 0."

MOD() gives remainder after division.

• Type: Calculated Column (CC)

#### Formula:

LuckyDraw = IF(MOD(VALUE(RIGHT(Students[StudentID], 2)), 3) = 0, "Winner", "Try Again")

• Use: Tags every 3rd student using remainder logic.

#### INTERMEDIATE LEVEL DAX

### 1. CALCULATE()

In class, the teacher says:

"I want to know the average Behaviour Score of students only from Chennai."

Everyone looks at the full BehaviourScore column... but wait! That includes all cities!

So Bala suggests:

"Let's first filter to Chennai, then calculate the average."

That's what CALCULATE() does — it modifies the filter context, then runs the calculation.

• Type: Measure (CM)

#### Formula:

Chennai Behaviour Avg = CALCULATE( AVERAGE(Students[BehaviourScore]), Students[City] = "Chennai")

• Use: Calculates the average BehaviourScore, but only for Chennai students.

## 2. FILTER()

During a school report, Divya says:

"Let's create a new list showing only students who scored more than 450 marks." FILTER() creates a filtered version of a table using a condition.

• Type: Calculated Table (CT)

#### Formula:

TopperTable = FILTER( Students, Students[TotalMarks] > 450)

• Use: Creates a new table containing only students with TotalMarks > 450.

#### 3. ALL()

Teacher says:

"We're calculating each student's % score, but use the highest possible marks as 100% — ignore all filters!"

ALL() removes filters and returns the entire column or table.

• Type: Measure (CM)

#### Formula:

AllStudentAverage = CALCULATE( AVERAGE(Students[TotalMarks]), ALL(Students))

• Use: Calculates average marks considering all rows, even if filters are applied in visuals.

#### 4. ALLEXCEPT()

Now teacher wants to know:

"Average marks per class, but keep filters only on Class, ignore others."

ALLEXCEPT() removes all filters except the one(s) you mention.

• Type: Measure (CM)

#### Formula:

```
ClassWiseAvg = CALCULATE(
AVERAGE(Students[TotalMarks]),ALLEXCEPT(Students, Students[Class]))
```

• Use: Keeps only Class filter while ignoring everything else — useful in grouped visuals.

### 5. VALUES()

The principal says:

"Tell me the list of unique grades in this class."

VALUES() returns the distinct values from a column.

• Type: CM or used inside CALCULATE

Formula (for debugging):

UniqueGrades = VALUES(Students[Grade])

• Use: Returns list of unique grades. Often used in slicers or when creating dynamic calculations.

### 6. SELECTEDVALUE()

In the classroom slicer, the teacher picks one city, and wants to see sales only for that city.

If only one city is selected, SELECTEDVALUE() returns that. If multiple selected, it returns blank or default.

• Type: CM

#### Formula:

SelectedCity = SELECTEDVALUE(Students[City], "Not Selected")

• Use: Gets the selected value in a slicer — used in dynamic titles, filters, KPIs.

## 7. RANKX()

A leaderboard is going up on the wall.

"Rank students based on TotalMarks — highest is Rank 1!"

That's RANKX() — it ranks each row compared to others.

• Type: Calculated Column (CC)

#### Formula:

MarksRank = RANKX( ALL(Students), Students[TotalMarks], DESC)

• Use: Ranks students based on TotalMarks in descending order.

#### 8. TOPN()

Only the top 3 students will go to the inter-school quiz.

"Show top 3 students by BehaviourScore."

TOPN() returns the top N rows based on an expression.

• Type: Calculated Table (CT)

#### Formula:

Top3Behaviour = TOPN(3, Students, Students[BehaviourScore], DESC)

• Use: Gets the top 3 students by behaviour.

## 9. EARLIER()

In a nested calculation, the teacher wants to calculate the difference from each student's earlier marks.

"Compare every student's marks to their class average."

EARLIER() helps you refer back to a previous row context — especially useful in calculated columns.

• Type: CC

Formula (basic example):

MarksGap = Students[TotalMarks] - CALCULATE(AVERAGE(Students[TotalMarks]), FILTER(Students, Students[Class] = EARLIER(Students[Class])))

• Use: Compares each student's marks to their own class average.

#### 10. RELATED()

In a Sales table, teacher says:

"Show the name of the student who placed each order."

RELATED() helps pull values from a related table (like a lookup).

• Type: Calculated Column (CC)

#### Formula:

StudentName = RELATED(Students[Name])

• Use: Pulls name from the Students table into the Sales table using relationship on StudentID.

## 11. RELATEDTABLE()

Teacher looks at a student's name and asks:

"Show me all the orders made by this student."

RELATEDTABLE() pulls all matching rows from another table that's related.

• Type: CM or used inside CT

Formula (inside calculated table):

StudentOrders = ADDCOLUMNS( Students, "Orders",
COUNTROWS(RELATEDTABLE(Sales)))

 Use: Returns all related rows from another table based on relationship (StudentID here)

## 12. SUMX()

Teacher says:

"Calculate total revenue — not just unit price \* quantity, but row by row."

SUMX() is a row-by-row SUM. You give it a table + expression.

• Type: Measure (CM)

#### Formula:

Total Revenue = SUMX( Sales, Sales[Quantity] \* Sales[UnitPrice] )

• Use: Sums calculated values row-by-row. Better than just SUM([Total]).

## 13. AVERAGEX()

Principal says:

"Give me the average amount paid per order (after discount)."

Use AVERAGEX() to calculate row-wise values first, then average them.

• Type: Measure (CM)

#### Formula:

AvgNetSales = AVERAGEX( Sales, Sales[Total] - Sales[Discount])

• Use: Averages calculated expression per row.

### 14. COUNTX()

### Teacher says:

"Count how many products were sold above ₹100."

COUNTX() runs row-wise logic and counts only when the condition matches.

• Type: Measure (CM)

#### Formula:

HighPriceOrders = COUNTX( FILTER(Sales, Sales[Total] > 100),
Sales[OrderID])

• Use: Counts rows based on calculated condition.

## 15. ADDCOLUMNS()

The teacher wants a new table that shows the student name and how many orders they placed.

ADDCOLUMNS() adds a calculated column to a table result.

• Type: Calculated Table (CT)

#### Formula:

StudentOrderCount = ADDCOLUMNS( Students, "OrderCount",
COUNTROWS(RELATEDTABLE(Sales)))

• Use: Adds column showing how many orders each student placed.

#### 16. SUMMARIZE()

Principal wants a summary:

"Show me total sales per student."

SUMMARIZE() is like GROUP BY in SQL — creates a table grouped by one or more columns.

• Type: Calculated Table (CT)

#### Formula:

SalesSummary = SUMMARIZE( Sales, Sales[StudentID], "TotalSales",
SUM(Sales[Total]))

• Use: Creates summary table grouped by StudentID.

## 17. SELECTCOLUMNS()

Teacher says:

"I want only Name and Grade - no other student data."

SELECTCOLUMNS() creates a new table with only specific columns.

• Type: Calculated Table (CT)

#### Formula:

StudentBasic = SELECTCOLUMNS( Students, "Name", Students[Name],
"Grade", Students[Grade])

• Use: Picks and renames columns for a custom table.

## 18. UNION()

Two sections A and B have student lists.

"Merge both into one master list."

UNION() stacks two tables with the same columns.

• Type: Calculated Table (CT)

#### Formula:

MasterStudentList = UNION(StudentsA, StudentsB)

• Use: Combines two similar tables into one.

### 19. INTERSECT()

Teacher says:

"Show me only the students who are in both Science Club and Sports Club."

INTERSECT() returns only common rows between two tables.

• Type: Calculated Table (CT)

Formula (conceptual):

CommonStudents = INTERSECT(ScienceClub, SportsClub)

• Use: Gets overlapping rows from two datasets.

#### 20. EXCEPT()

Teacher asks:

"Who is in Class A but not in Class B?"

EXCEPT() removes rows from the first table that also exist in the second.

• Type: Calculated Table (CT)

Formula (conceptual):

OnlyClassA = EXCEPT(ClassA, ClassB)

• Use: Returns rows that exist in one table and not in the other.

#### ADVANCED LEVEL DAX

#### 1. TREATAS()

Imagine you have a list of cities from one slicer, and you want to apply that to a completely different table that doesn't directly relate.

Teacher says:

"Even if the Products table has no City column, treat it like it was filtered by the same cities students are from."

That's what TREATAS() does — applies filters from one column to another table.

• Type: Measure (CM) or inside CALCULATE

## Formula (concept):

CrossCitySales = CALCULATE( SUM(Sales[Total]),
TREATAS(VALUES(Students[City]), Sales[City]))

• Use: Filters Sales table based on city values selected from Students table.

### 2. KEEPFILTERS()

Teacher says:

"Don't let the visual override filters I manually gave in DAX."

That's KEEPFILTERS() — it forces a filter to stay, even if a visual or slicer tries to change it.

• Type: CM inside CALCULATE

#### Formula:

DelhiSales = CALCULATE( SUM(Sales[Total]), KEEPFILTERS(Sales[City] = "Delhi"))

• Use: Keeps the "Delhi" filter no matter what visuals try to add.

## 3. REMOVEFILTERS()

Principal says:

"I want the average marks across the whole school, not just the filtered class."

Use REMOVEFILTERS() to clear filters from a table or column.

• Type: Measure (CM)

#### Formula:

SchoolAverage = CALCULATE(
AVERAGE(Students[TotalMarks]), REMOVEFILTERS(Students[Class]))

• Use: Removes all filters on Students[Class] before calculating.

### 4. ISINSCOPE()

You want to show details only when a visual is grouped by Class.

This checks:

"Are we currently inside a grouping based on Class?"

• Type: CM (often for formatting or titles)

#### Formula:

IsClassVisible = IF(ISINSCOPE(Students[Class]), "Class Selected", "Not Grouped by Class")

• Use: Used for dynamic messages or logic inside visuals.

#### 5. ISFILTERED()

Teacher says:

"If the user has filtered a slicer by Grade, show a warning."

ISFILTERED() checks if a column has any filter applied.

• Type: CM

#### Formula:

GradeFilterStatus = IF(ISFILTERED(Students[Grade]), "Grade Filter Active", "All Grades")

• Use: Helps build interactive reports with custom messages.

### 6. ISCROSSFILTERED()

Imagine Students and Sales are linked.

"If the user filtered Sales and it indirectly affects Students, let's detect that."

ISCROSSFILTERED() checks if a table is filtered because of another table via relationship.

• Type: CM

#### Formula:

IndirectFilterCheck = IF(ISCROSSFILTERED(Students[StudentID]), "Cross
Filtered", "Not")

• Use: Detects filter impact across tables.

## 7. PATH()

This is for hierarchy. Imagine Principal  $\rightarrow$  Vice Principal  $\rightarrow$  Teacher  $\rightarrow$  Student.

PATH() helps store this full parent-child path in one column.

• Type: Calculated Column (CC)

Example: Let's assume StudentID is parent, and another column MentorID is the person above them.

HierarchyPath = PATH(Students[StudentID], Students[MentorID])

• Use: Builds hierarchy string like "\$005|\$003|\$001"

### 8. PATHITEM()

Now we want to pick specific level from that path, like:

"Who is the top mentor of each student?"

PATHITEM() lets you extract a specific level.

• Type: CC

#### Formula:

TopMentor = PATHITEM(Students[HierarchyPath], 1)

• Use: Grabs the first ID from the path.

#### 9. VAR

Used for storing temporary values, like variables in code.

Teacher says:

"I want to store the average, and use it 3 times — don't recalculate again and again!"

• Type: Used inside CM, CC, CT

#### Formula:

AboveAvgFlag = VAR avgMarks = AVERAGE(Students[TotalMarks])
RETURN IF(Students[TotalMarks] > avgMarks, "Above Avg", "Below Avg")

• Use: Stores average once and reuses it.

#### 10. RETURN

Always used with VAR. It defines the final result you want to return.

#### Same formula:

VAR avgMarks = AVERAGE(Students[TotalMarks])
RETURN IF(Students[TotalMarks] > avgMarks, "Above Avg", "Below Avg")

• Use: Finishes the DAX block by telling what to output.

"Every DAX formula you write is not just a line of code, it is a step toward mastering the language of data. Struggle now, so your reports can speak fluently tomorrow."