8-2008

Career Mapping; Creation of a future map for the graduate of M.S. in Creativity and Change Leadership

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Buffalo State College

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Recommended Citation

Career Mapping

Creation of a future map for the graduate of M.S. in Creativity and Change Leadership

By

Marek Hrehovcik

An Abstract of a Project
in
Creative Studies

Submitted in Partial Fulfillment
Of the Requirements
For the Degree of

Master of Science

August 2008

Buffalo State College
State University of New York
Department of Creative Studies
ABSTRACT OF PROJECT

This project is about creating a mind map of the possible careers a graduate of the creative studies master’s program may look at. These careers reflect an ideal desired situation applying essential use of selected CPS tools and knowledge gained in the master’s program to one’s individual and unique situation.

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Dates of Approval:

_________________________________  ____________________________________
J. Michael Fox  Marek Hrehovcik
Lecturer - Project Advisor  Master of Science Candidate
ACKNOWLEDGEMENTS

If I only knew what I was getting myself into when I entered this master’s program. For people like me there should have been CRS 501 a “Defer Judgment” course. I guess my ability to question everything and pose questions about everything was my pre disposition to judgment. I hope that the post judgment healing process will be both internal (me) and external (all of the individuals I have rubbed the wrong way). I would like to offer my gratitude to the faculty at the International Center for Studies in Creativity including my project advisor Mike Fox. I am also honored to have been in the presence of some of the brightest minds during my days in the graduate program. I’d like to wish the best to everyone. The love and support I received from my wife Martina is beyond any description possible. You must live it to believe it. I am also very fortunate to have a beautiful daughter Natalia and son David who constantly asked me:” When are we going to play together?”, and I constantly replied: “When I will have more time”. I cherish my family’s love and support, I LOVE YOU. I also want to thank my partners at Tatra Painting who have given me their full support in pursuit of my dream. Some days were incredibly hard, but we got through them and grew internally as a result.
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Section One: Background to the Project

Purpose

Strategic implementations of one’s skills are extremely important in personal
development both internal and external. The value creation of those skills for the
applicable society shows acceptance and allows individuals with those skills to be treated
as extremely valued and irreplaceable. The purpose behind this project is to assist
graduates, alumni and creativity students to find more direct purpose of their creativity in
a career setting.

Description

As an entry level graduate student I’ve met advanced graduate students and
alumni who told me stories conveying the true facts of available opportunities relating to
the master’s program. None of the stories were about job offers from companies or
organizations eager to hire graduating students or intern them on a long term basis.
Neither have they told of creativity consultants who were eager to secure working
relationship with students or alumni of the program. I did hear of sporadic and once-in-
awhile opportunities which never resulted in any significant contract or financial gain. In
fact, the current society offers limited opportunities within organizations or groups for the
graduate of the master’s program at the International Center for Studies in Creativity. I
was hopeful to hear stories that resemble those of the graduate students of the Carnegie
Mellon University’s late professor Dr. Randy Pausch (Pausch, 2007). He disclosed in his
2007 “Last Lecture” series organizations who committed in writing to hire graduates of
his master’s program.
Rationale for Selection

As a struggling creativity student I was faced with many obstacles when describing my approach to or implementing my own creativity in real life situations. I realized that it is not creativity itself I may be able to sell. It is my unique creativeness and creative problem solving ability melded with my skills, knowledge, and experience that allow me to paint a positive and refreshing picture. A picture I intend to replicate in my career mapping search.

Additionally, I wanted to stress the importance of career mapping through this project. When human lives, dreams and expectations are at stake all parties involved from students to high-ranking school administration officials need to press for career mapping initiative early on in the schooling process. In many cases higher education providers offer programs without any significant ties to specific communities to seek commitment from them to hire up-and-coming professionals in a specific field. For those that oppose this view I will remind that whatever has been done, it is not nearly enough. Improvements are and will always be welcome.

What this Project Adds Creatively to Me and to Others

This project redefines the approach to creativity as it is seen in a career setting. It addresses an issue well known but not put in the spotlight and publicly discussed enough. The implication of scarcity of work in the field of creativity and unwillingness to share solid and financially sound contacts among creativity professionals is a chronic illness of our trade. We need to consolidate our thoughts and our efforts to promote ourselves globally and directly to groups, organizations and individuals. It adds global creativity at
a personal fingertip when we share our experiences and apply them in our career setting or suggest the application in the setting of others.

Quality of life can be improved through careful review of the provided information and implementation of the suggested steps toward securing a career suitable for individuals exiting the master’s program. Steps suggested are not limited to anyone in particular. Application of the steps was guided through the process of gap-filling and bridge-building. Creativity, in whatever shape or form, is a part of everyone’s life. It is the career that we all depend on for financial gain but also for intrinsic motivation to stay healthy. Let’s not lose that through bad choices in career selection, but elevate it into the next level of excitement and sustainable career advancement and intrinsic application of creativity throughout.

**Section Two: Pertinent Literature**

**Narrative Introduction and Pertinent Elaboration**

Selected literature focuses on three aspects related to this career mapping project. First, it focuses on leadership. Graduates of the program are considered leaders in the element of defining and promoting the creative studies program through their knowledge, skill set and ability to flex. Second it focuses on creativity and creative problem solving. Third, it focuses on career selection. I need to reiterate that my intention to abandon all of my previous knowledge, experience and skill set and focus only on what I have learned in the program does not present financial and psychological safety nets. The surrounding world still hasn’t found definite values in creativity applications throughout.
As Puccio, Murdock, Mance state “Becoming an effective leader is not a destination. It is a journey that involves continuous improvement and the starting point for this journey will vary from person to person” (2007, p. 247). All of society needs leaders who will be aware of the anticipated, disclosed and non-disclosed situations and who will proceed with intention to stand by and resolve foggy intentions of complex situations brought about intentional and unintentional processes of our times. Wherever one’s career path takes him, he should remember that becoming a true serving leader is extremely important. Regardless of one’s leadership style he must remember that “The findings obtained in our examination of the general outcome measures drawn from the epilogue, or prologue chapters indicated that marked differences in overall performance were not observed among charismatic, ideological, and pragmatic leaders. Thus, in a general sense, it is fair to say that charismatic, ideological, and pragmatic leadership represent alternative, potentially viable pathways to outstanding leadership” (Mumford, 2007, p. 273). Outstanding and intrinsically motivated leaders should be sought by those planning to add to the world diversity and availability through their own actions.

One shouldn’t be afraid to apply creativity in leadership and create his own identity and self actualization pathways to “outstanding” person that he is. “Every new idea we think of separates us from other people, and expressing the idea increases the separation tenfold. Such separation is frightening, especially to those who draw their strength from association with others and who depend on others for their identity“ (Ruggiero, 2004, p. 91). Identifying with self leadership skills and abilities, staging appropriate steps for self development and realization should be at the forefront when creating a mind map of the future careers one anticipates participating in.
When we combine leadership with creativity and blend in the significance of one’s own career, we must seek rewards that entitle us to be happy, to be free and to be full of what motivates us to identify, clarify and eliminate ambiguous parts of our lives. But of course the intrinsic rewards of work are easiest to see in the highly individualized professions, where a person is free to choose his or her goals and set the difficulty of the task. Highly productive and creative artists, entrepreneurs, statesmen, and scientists tend to experience their jobs like our hunting ancestors did theirs – as completely integrated with the rest of their lives (Csikszentmihalyi, 1999, p. 61).

Priorities give differential weight to the goals and add a time dimension for their accomplishment. Some goals are more important than others; some must be attained first if the others are to be attained subsequently and some are tangential to the real thrust but are necessitated by cultural considerations (Beach, 2006, p. 52). It is important that selected career mapping initiatives take the intended and self evaluated priorities into consideration. Many who have started or pursued careers without prioritizing their goals found themselves serving the field of unhappiness and boredom.

In career mapping one may start with a thought, evolve it into an idea and eventually take action. “Idea time is the amount of time people can and do use for developing and elaborating on new ideas. It is the informal “think time” over coffee or around the water cooler. It is time allowed for “bull sessions”. In a climate with high idea time, possibilities exist to discuss and test impulses and fresh ideas that are not planned or included in regular task assignments. It is the ability to say “Hey! I just got a brilliant idea. Why don’t we try this?” – and being allowed the time to do it” (Fox & Fox, 2004, p. 43). As inevitable as it sounds good idea time combined with incubation
and reflection allow for truer self evolved idea waiting to be implemented by the user in need.

First, I believe that it is no harder to build something great than to build something good. It might be statistically rarer to reach greatness, but it does not require more suffering than perpetuating mediocrity. Indeed, if some of the comparison companies in our study are any indication, it involves less suffering, and perhaps even less work. The beauty and power of the research findings is that they can radically simplify our lives while increasing our effectiveness. There is great solace in the simple fact of clarity – about what is vital, and what is not (Collins, 2001, p.205). It is important to understand the research implications of what is vital and what the focus of one’s individual career mapping is. It is the focus that not only relates to the mission and vision statements of organizations, but also to one’s self proclamation and steps for implication of those proclamations as the time ripens to do so. Good to great is a step following hard work combined with creative leadership and resulting in career mapping greatness one step at a time.

The book *What Color is Your Parachute* (Bolles, 2000) is an excellent source of individual career focus through given exercises and sections. It allows one to seek a bigger career picture for based on intrinsic and extrinsic terms. There is no limit to what you can find out about where you’d like to work - - careers and places which hire for those careers - - if you go out and talk to people. When you find places that interest you, it is irrelevant whether they happen to have a vacancy or not. In this dance of life, called the job hunt, you get to decide first of all, through your research, whether or not you want
them. Only after you have decided that, is it appropriate to ask - - as in the next chapter - - if they also want you (Bolles, 2000, p.169).

“Assertiveness can be defined for our purposes as: (1) taking those actions necessary to put you in touch with the people and situations that appeal to you; (2) asking for their advice, insights, information, and referrals to others; and (3) stating clearly why you believe you’re the right person for the job” (Figler, 1999 p. 161). With proper assertiveness and deliberately planned career mapping one can indulge in the process of future mapping and visionizing one’s independent ability to function as intrinsically motivated individual, perhaps, known as a creative leader in a group a society or a culture. This career mapping assertiveness fits perfectly into the daily activity picture we call life with intentions to be happy alive and well.

In addition to the cited works, Appendix C lists sources of valuable information as it may be appealing to anyone with various career mapping intentions. This rather large list was intended to satisfy partial needs of the wider audience in the field of creativity and change leadership.

**Section Three: Process Plan**

**Introduction**

Overall project process was divided into three deliberate parts consisting of action steps. Each of the actions focused on a specific planned layout for the part. Each part systematically brought on the wholeness of the project when combined with the other two.

In the first part I focused on deliberate actions I wanted to take, issues I wanted to explore and specific approaches toward what had value to me in a project setting. As a
divergent thinker I was unable to convince my self of the importance of time management and found myself struggling with the convergence among topics I was interested in. This resulted in trying to combine various sections relating to creativity and creating an internal mess for myself. Eventually with the help of my project advisor I was able to focus on career mapping.

In the second part I focused on the literature search. It included written articles, books, chapters, manuals, movies, lectures, websites, and conversations, with my classmates, International Center for Studies in Creativity faculty and other Buffalo State College faculty. I needed to broaden my perspective on career mapping and sought advice from the widest approach possible.

In the third part I took deliberate steps in designing and creating my career map. I generated various mind maps to assist me in the career mapping process as well as cartoon story board of three areas of interest I intend to pursue. It was an indication that the career mapping does work.

**Project Final Timeline**

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 7 – July 13 (2008)</td>
<td>I explored project possibilities and looked at various issues I wanted to explore and take deliberate actions toward creating a master’s project.</td>
</tr>
<tr>
<td>July 14 – July 20 (2008)</td>
<td>Met with a career counselor at Buffalo State College. Met with my project advisor to discuss project possibilities and narrowed down my area of focus.</td>
</tr>
<tr>
<td>July 28 – August 3 (2008)</td>
<td>Continued with my literature search. Wrote the concept paper and met with my project advisor. Started my work on</td>
</tr>
</tbody>
</table>
August 4 – August 10 (2008)  
Continued writing sections one through three and started working on sections four through seven. Met with my project advisor to get feedback and additional advice.

August 11 – August 17 (2008)  
Met with my project advisor to look over and correct my concept paper and sections one through three.

August 18 – August 24 (2008)  
Met with my advisor to finalize my concept paper, sections one through three and evaluate sections four through seven.

August 25 – August 31 (2008)  
Met with my project advisor to look over the fourth draft with various revisions.

September 1 – September 7 (2008)  
Met with my advisor to look over and make final revisions to the project.

September 8 – September 14 (2008)  
Submitted the final copy of the master’s project.

Project Total: 181 Hours

Section Four: Outcomes

Introduction

As a high-level scholar I was able to accomplish tasks which resulted in the forming of the intended master’s project “career map”. I want to acknowledge the importance of the process as being a product in itself, a product that will change with each individual’s situation. Each person is his own career map creator indulging self-reflecting situational sub-factors, and thus influencing the final outcome. Additionally, I want to direct my focus to the final selection of the three careers I see myself pursuing. One of the options that I have not disclosed is the possibility of combining all three careers into one evolving career, pursuing leadership, entrepreneurship, spirituality and creativity all at once.
Career Mapping – Mind Map

I have created a mind map of all of the possible careers I want to explore in the future. Some of these careers could be cross-pollinated or combined to create new career possibilities. These careers relate to the possible cities I’d like to pursue them in. I do want to stress the importance of the word “international”

Current Situation

In my first mind map I will try to look at my current situation and list variables of importance that depict where I stand in relation to the outside world. This is crucial due to having the strength to reflect where I am at the present moment in my life.

Figure 1 Current Situation

1. Marek at Work
   1.1. Old Job
   1.2. New Job
1.3. Career Possibilities
1.4. Self Prophesy
1.5. Job Related Happiness

2. Marek at School
   2.1. B.S. In Business Administration
   2.2. M.S. In Creativity and Change Leadership
   2.3. Possible PhD in Business or Leadership

3. Marek and Creativity
   3.1. Creative Thinking
   3.2. Creative Behavior
   3.3. Creative Feelings
   3.4. Creativity - Spirituality Balance

4. Marek and Music
   4.1. Pursuit of Past Dreams
   4.2. Pursuit of Physical Engagement in Music
   4.3. Writing for Internal and External Balance

5. Marek and Himself
   5.1. His Past
   5.2. His Present
   5.3. His Future
   5.4. His Internal Balance

6. Marek and Spirituality
   6.1. Existence
   6.2. Better Understanding of
   6.3. Self Fulfillment

7. Marek and Family
   7.1. Martina
   7.2. Natalia
   7.3. David
   7.4. Parents
   7.5. In-laws
   7.6. Brothers
   7.7. Cousins, Aunts, Uncles

In my first mind map section (Figure 1) I created my current situation in relation to the outside world. It shows issues of relevance and importance to me. It is an indication of whether I have enough motivation to be giving, and sharing my proposed future with others.
Potential Cities for Employment

The creation of my first mind map will enable me to pursue the next part of the career mind map looking at various cities. Since Buffalo is not the best area for up-and-coming creativity professional I need to look at other areas in North America and the world where I may want to seek employment and build my career. This will be good for potentially globalizing my creative ideas and not be pressed on living in Western New York for the rest of my career.

Figure 2 Potential Cities for Employment
1. New York City
2. Rochester, New York
3. Buffalo, New York
4. Greensboro, North Carolina
5. Raleigh, North Carolina
6. Atlanta, Georgia
7. Athens, Georgia
8. Pittsburgh, Pennsylvania
9. Washington D.C.
10. Los Angeles, California
11. San Francisco
12. Silicon Valley, California
13. Charleston, South Carolina
14. Las Vegas, Nevada
15. Portland, Oregon
16. Burlington, Vermont
17. Boston, Massachusetts
18. Charlotte, North Carolina
19. Wilmington, North Carolina
20. Durham, North Carolina
21. Chapel Hill, North Carolina
22. Phoenix, Arizona
23. Tucson, Arizona
24. Prague, Czech Republic
25. Kosice, Slovakia
26. Bratislava, Slovakia
27. Plzen, Czech Republic
28. Brno, Czech Republic
29. Paris, France
30. Madrid, Spain
31. Trieste, Italy
32. Brussels, Belgium
33. Berlin, Germany
34. Sofia, Bulgaria
35. Bucharest, Romania
36. Warsaw, Poland
37. Houston, Texas
38. Dallas, Texas
39. Detroit, Michigan
40. Orlando, Florida
41. Miami, Florida

In my current part of the career mind map (Figure 2) I have listed forty one potential cities for employment relating to creativity. With careful analysis I have selected five top cities with Raleigh, North Carolina being my number one choice.

Raleigh is a growing city with excellent opportunities in creativity and innovation due to its close proximity to the Research Triangle Park. It is a city which looks for keen
individuals with high intelligence, creativity, ability and willingness to work in the field of innovation not being afraid of the unknown and the melded. I sense that, in Raleigh, good and creative problem solvers are always welcome.

**Possible Career Positions**

Following the second part of my career map is my intended look at what positions I may be hired for. And what positions I will want to apply for after I graduate from the creativity program. Mapping out individual positions is crucial to one’s self true assessment. If a potential career path is more relevant to a dream situation than to a reality it needs to be exposed and potentially worked on. Intended motivation does come from the pursuit of a dream and should not be neglected.

![Figure 3 Possible Career Positions](image)
In the third part of my career map I mapped out (Figure 3) twenty two potential career paths I may want to pursue. Many of the career options relate to creativity and business since I received my B.S. in Business Administration – Management. This layout helped me focus on my personal career vision with actual mission steps.

**Career Options**

In the fourth section I will look at elevating the career possibilities into a specific context or areas of further focus. To give an example I see a Chief Creativity Officer in non profit, for profit or higher education organizations. I even see a need for a Chief Creativity Office in the military working with top commanding officers as well as the commander in chief.
Figure 4 Career Options

1. Teaching
   1.1. Private Colleges and Universities
   1.2. Public Colleges and Universities
   1.3. Independent Workshops at all Levels of the Education System

2. Consulting
   2.1. Start a Consulting Firm
   2.2. Start an International Consulting Consortium

3. Entrepreneurial
   3.1. Start Own for-profit Organizations
3.2. Start own Non-Profit Organizations
3.3. Work with Venture Capitalists

4. Executive Leadership
4.1. Work as a CEO
4.2. Work as a VP
4.3. Work as a Chief Creativity Officer

5. Management
5.1. Manage Independent Projects
5.2. Manage Creativity Events

6. For Profit Organizations
6.1. Work for a Marketing Company
6.2. Work for an Advertising Agency
6.3. Work for Product Development Companies
6.4. Work for Automotive Companies
6.5. Work for Shoe Companies

7. International
7.1. Work in Eastern Europe
7.2. Work in Russian and former Soviet Republics
7.3. Work extensively in Europe
7.4. Work in Middle East
7.5. Work in Asia
7.6. Work in North America
7.7. Work in Latin and South America
7.8. Work in India
7.9. Work in Australia and New Zealand
7.10. Work in Africa

8. Government
8.1. Work for FBI
8.2. Work for CIA
8.3. Work for VA Administration
8.4. Work for US Military
8.5. Work for NASA
8.6. Work for Social Security Administration
8.7. Work for US Department of Justice
8.8. Work for Homeland Security
8.9. Work for US Customs and Border Patrol

9. Creativity and Spirituality
9.1. Idea finding through Spiritual Indulgence

10. Higher Education Administration
10.1. Work at Small Colleges
10.2. Work at Large Colleges
10.3. Work at Public Universities
10.4. Work at Private Universities

11. Non-Profit Organizations
11.1. Work for Unicef
11.2. Work for Red Cross
11.3. Work for Salvation Army
11.4. Work for Goodwill
11.5. Work for United Way
11.6. Start my own Non-Profit

In the fourth section (Figure 4) I have created a map of potential careers combined with possible areas of pursuit and a listing of specific organizations. In my government mapping I listed agencies such as FBI, CIA, and Veterans Affair Administration just to give a few examples. This mapping solidifies my actual interests with dream scenario careers.

Three Most Desired Careers

In section five of my career map I will look at three to five potential careers I want to pursue. This will give me an opportunity to better understand my intentions in career mapping and seek flow and positive energy as the information is released from my internal world to the external means of putting it down on paper.
Figure 5 Three Most Desired Careers

1. International Executive Leader
   1.1. Move to Raleigh North Carolina
       1.1.1. Work for Non-Profit Organization
       1.1.2. Work for For-Profit Organization
       1.1.3. Work for an Association
       1.1.4. Work for Higher Education Organization
       1.1.5. Work for Government
       1.1.6. Work for Human Rights Organization
       1.1.7. Work for World Trade Organization
       1.1.8. Work for European Union
       1.1.9. Work for NAFTA

2. International Entrepreneur
   2.1. Move to Raleigh North Carolina
       2.1.1. Start a For-Profit Organization
       2.1.2. Start a Non-Profit Organization
2.1.3. Work with Venture Capitalists
2.1.4. Open up Creativity and Leadership Branches Worldwide
2.1.5. Start Project Cloud
2.1.6. Start Idea Distribution Firm
2.1.7. Start an International Wellness Organization

3. International Creativity and Spirituality Advocate
3.1. Move to Raleigh North Carolina
   3.1.1. Work with Religious Organizations
   3.1.2. Work with Spirituality Advocates
   3.1.3. Work with Dannion Brinkley
   3.1.4. Work with Ivan Cienik
   3.1.5. Work with Centers for Paranormal Activities

In my fifth segment (Figure 5) I have created a career map of the three selected
career scenarios I want to pursue. The first one is becoming an International Executive
Leader with a list of possible organizations I may want to contact or work for. The
second one is becoming an International Entrepreneur with a list of options to pursue and
realize this career dream. The third one is becoming an International Creativity and
Spirituality Advocate. My third career possibility maps out possible steps towards
realizing that career dream.

Ideally as an Executive Leader I would like to work for a publicly traded
corporation such as Kraft Foods, Toyota Motor Company or L’Oreal and become a Chief
Creativity Officer overlooking all actions and activities related to applied and behavioral
creativity, innovation, creative product, creative process and creativity conducive
environment.

As an International Entrepreneur I would like to build creativity centers worldwide
focusing on bringing the whole creativity community closer. The centers would offer
services related to all of creativity, creative problem solving and facilitation. Centers
would also offer help to surrounding or needy communities to bring good ideas into
action. My dream is to use an idea, a concept or research data from a far away city in the middle of nowhere to help solve a complicated western society’s problem(s).

Becoming an International Creativity and Spirituality Advocate would allow me to work with Dr. Ivan Cienik, Dannion Brinkley or other spirituality advocates in areas of research and bridging the gap between the unknown world of spirituality and the creative world we live in. One of the most talked about subjects relating to creativity and spirituality is the so called “muse” and one’s ability to produce something new and extraordinary without having the ability to reconnect to it again at the same level of intensity at a later time.

**Visionary Thinking Tool – Cartoon Story Board**

To fully understand and support my three career mapping choices I used cartoon story board to help me paint a deeper picture relating to my future career. It is crucial for one to reflect on his cognitive and affective sides of decision making process.

I selected the tool Cartoon Story Board to enable me to apply visionary thinking to my career search I called “Career Mapping”. I applied visionary thinking to my situation to let me develop a cartoon story board and see myself in the future “Describing a vivid and concrete picture of the desired future” (Switalski, 2008, p. 5). I have selected three careers based on being in the “perfect” situation. I have created three cartoon story boards to let me apply my thinking in three different “dream” scenarios. At the end I was able to look at them and look at what separated them based on my drawings, my thoughts and key challenges. What assured me more of my tool selection was the cartoon story board definition “A visual tool designed to develop a vision of a desired outcome and to identify the potential blocks that need to be overcome in order to achieve the goal”
(Switalski, p. 5). As an overly divergent thinker I love to look at the future possibilities not being limited by current situation and availability of resources.

Cartoon story board was applied to these three “dream” careers:

1. International Executive leader – work for an organization focusing on international exposure and development (Figure 6).

2. International Entrepreneur – Start my own corporation and turn it into a conglomerate focusing on many business activities one of which will be creativity consulting (Figure 7).
3. International Creativity and Spirituality Advocate – Become an advocate of creativity and spirituality through search and application of the two fields in one common focus point: person (Figure 8).
Application

All three cartoon story boards were created in a sequence with twenty minute breaks between each story board. The length for each story board was limited to forty five minutes. Application of such time was due to my inability to draw fast and accurate images reflecting the appropriate situation in each square. In addition to drawing pictures I had to use the words to clarify some of the concepts I was trying to portray. Each story board was started with painting the achieved goal or a vision in square six. The second step was to paint my current situation in square one. Third, I was working on squares two through five to complete my story from reality to vision. Last I spend needed time to look at each square and describe the key challenge. In some instances I was unable to do it in just one word as recommended.
International Executive Leader

In square six (Figure 6) I drew the achieved goal. It included financial freedom, happy family, large house, private Jet, yacht, being debt free, love and God. The key challenge was: Become a well paid executive. I did notice a financial pattern emerging as the key concern. I love directing and spending money.

Square one depicts my current situation. There was my graduation hat, car going from Buffalo N.Y.to Raleigh N.C., and a pond with stones between me and my wife and kids. This was an indication that I need to solidify my relationship with my kids and focus more on spending “quality” time with my wife. The key challenge was: Moving. I need to move to a different city full of opportunities for personal and financial growth. This city should provide me with ability to settle down and live life full of love and happiness.

Squares two through five indicate the intermediate steps from my reality to my vision. To achieve my dream vision I will need to find fit employment, work Monday through Thursday, spend more time with my family, travel to Slovakia with my family (my wife and kids visited Slovakia twice without me), fly to conferences, attend CREA (Creativity European Association) in Italy, and visit EU-Brussels. Key challenges in squares two through five were: settle down, travel, and build my Network.

International Entrepreneur

In square six I drew the achieved goal. The square was separated by a line. The top half included: big house, huge yacht, Boeing 767 type airplane, Bentley, Rolls Royce, Ferrari, BMW, Lexus, and Mercedes. The bottom half included: financial freedom,
conquering the world, happy family sticking together, writing books. The key challenge was: Hard Work. Dedication to one’s cause can be associated with hard work. As you can see there is an indication of intrinsic and extrinsic factors in the square.

In square one I drew my current situation: graduation hat, moving to Raleigh, spending more time with my family and looking for a job. My key challenge was: moving. My intention is to pack my family with their very personal belongings and move to Raleigh N.C. leaving all material possessions behind. I’m sure no one will miss the couch my son peed on many times.

Squares two through five: paint a picture of possible turning points. These pictures include: starting up a corporation, looking for clients, diverging on my interests and focusing on chosen few with application of the hedgehog concept, keep building my corporation, have a happy family with devoting my time more to family than work. Key challenges are: where do I start, seek opportunities, increase the presence of my corporation and focus on family.

**International Creativity and Spirituality Advocate**

In square six I drew the achieved goal. I used a purple marker to draw: happy close family, shining sun, love (heart), travel the globe, focus on God, be free, and love people and things. The key challenge was: be happy.

In square one I drew my current situation: graduation hat, need for more money, moving to Raleigh N.C., and focus on my family. The key challenge was: Move.

The squares two through five look at tipping points in my path from reality to vision. I was able to draw: searching for God, secured income, love and family, travel, work with Ivan Cienik, connection between Slovakia and USA, love, God, heart, writing
books, traveling with family. Key challenges were: employment, international work, giving myself to god, opening my heart.

As a new user of the cartoon story board I found it a very useful tool. I would strongly recommend drawing three separate cartoon story boards that apply to any situation. In my case it allowed me to see specific patterns that apply to my career mapping. I see that financial stability elevated to financial independence is what I am in search of. I am also in search of spending more time with my family and focusing on love as our bonding agent.

**PPCo**

I wanted to analyze the outcome of my cartoon story board. To do this I have selected a cps tool Pluses, Potentials, Concerns and Overcoming Key Concern (PPCo). PPCo is used to reflect on the experience or the process in order to build value through the positives and the concerns.

**Pluses**

Cartoon Story Board allowed me to apply my visionary thinking relating to my dream career. I was able to do three separate cartoon story boards. I have always been fascinated by business and incredible income potential. On the other hand I was fascinated by spirituality and how it relates to love and overall goodness in our lives. That is the reason why I chose International Executive Leader, International Entrepreneur, and International Creativity and Spirituality Advocate. The story board allowed me to picture the situations. Writing out scenarios seems to leave behind a visual connection.
Potentials

1. It might be used internationally where people are illiterate and career searching.
2. It might be used on different color sheets (e.g. use black background) to give colorful background to a potential career.
3. It might be used in a group setting such as family working on a common career goal with each member being able to work on one square. Kids may paint a different career for a dad than mom.
4. It might be used in a group setting such as brainwriting where the group is able to fill out multiple story boards with members passing individual story boards from member to member. Group setting for career mapping may open up individual’s perceptions and help with application of “defer judgment”.

Concerns

1. How might I create a library of common symbols for certain expressions in career mapping?
2. How might I Speed up the drawing process in career mapping?
3. How might we motivate blue collar society to use this tool extensively for faster career mapping results?
4. How might I get endorsement on Oprah with this career mapping?
5. How might I make paper less expensive?
6. How might I find alternative methods for the cartoon story board?
7. How might I use the cartoon story board with blind people career searching?
Overcoming Key Concern

How might we speed up the drawing process in career mapping?

Suggested actions for Overcoming Key Concern

- Develop common drawings of actions for people to copy from.
- Use pre-drawn stickers to attach to paper.
- Take drawing lessons.
- Develop alphabet for drawing curves.
- Develop an electronic cartoon story board that draws based on voice commands.
- Do not draw at all.
- Ask a friend to draw for you.

The outcome of my career mapping attempt was a true understanding of my deeper intentions in life. Both the mind map and the cartoon story board have indicated the importance of creativity combined with leadership, entrepreneurship, and spirituality in my life. I was able to generate tangible outcome and valuable data that allow me to focus on my career from this day forward. I made a decision to move to Raleigh, North Carolina and seek employment at one of the companies at the Research Triangle Park, University of North Carolina or Duke University.

I will develop a more intricate career mapping mind map over time and compare it to my master’s project version. I am interested to see if my career mapping flavor will remain as it is today or change with me seeking a different career path in life.

Section Five: Key Learnings

Introduction

This master’s project has allowed me to learn more about potential creativity. This is creativity not disclosed consciously, but rather explored through visualizing and building a comprehensive bridgework in the present to reach the future through creativity in a career setting. It allowed me to test my intrinsic and extrinsic motivation and see
where they both intersect. Career as a choice should reflect my internal state of mind, but also take into consideration my external wants and needs. I am no longer ashamed of feeling motivated for the reasons of monetary gain or personal exposure. I must state that working on this master’s project has been one of the best decisions on my part. It taught me to be myself and listen to my internal reflective career mapping mechanism.

**Content**

With this project I was able to deeper develop my career mapping skills. In addition I developed the always needy approach to communicate my vision or my anticipated future to my audience. This is extremely important due to my inclination for leadership type roles and the need to extract my internal perceptions and communicate them well to the outside environment to indulge the wants and needs of others into the pursuit of my vision.

What worked well were the applications of creative problem solving tools to implement actions. Dynamic balance among divergence and convergence was important to maintain the flow of actions resulting in outcomes that were positive and utilizable in present situations and future ones.

With this experience behind my I would only allow myself to reflect more on sections of the career mind map. I see our lives as a river that is constantly changing. I am aware of constant improvement and I wish I had more time to further develop my outcomes, but I am also aware that no matter how much time I would have dedicated to this cause, I would always find my internal state of incubation and reflection getting more intricate.
Process

Career mind mapping was a unique process in itself. It allowed me to release stranded internal energy relating to my wishes and to my dreams. This process helped my clarify that no matter where I will be I want to be the Chief Creativity Officer; whether it would relate to leadership, entrepreneurship or spirituality. Creativity is needed is all segments of life. While all of us have it and use it we need to expand our creativity and related skills in our fast paced globalizing world.

Section Six: Conclusion

My conclusion is clear. Each member of the creativity community needs career mapping. As a resume of an individual needs to be updated, revised and re-written so should the career path. Career mapping should be considered as the ability to foresee a career future based on reality, dreams and wants of any individual regardless of age, gender or ethnicity. I believe that career mapping will save lives and lead lost individuals toward the path of success and happiness. I hope to be seeing a lot of smiles from people who took deliberate steps in career mapping and changed their lives forever.

Next Steps

One of my immediate steps following the completion of my master’s project will be analysis of my strengths, weaknesses, opportunities and threats (SWOT Analysis). This will add another dimension to my finished product. I need to see if the SWOT analysis will help or hinder with my personal evaluation and application of the resulting data in my career mapping setting.
SWOT Analysis

A diagnostic framework that helps analyze the internal and external environment and identify the most promising strategies for the organization or an individual.

**Diagnostic thinking:** Examines a situation closely and uses the analysis to decide what process step to take next.

**Internal Environment**

*Identify Strengths:* the resources and capabilities that can be used as competitive advantage. What tangible and intangible advantage do you have?

*Identify Weaknesses:* The absence of certain strengths tangible and non tangible. What needs improving? What needs to be avoided? What is lacking?

**External Environment**

*Identify Opportunities:* potential or current external factors that allow for opportunities to take place; specific trends or market growth potentials.

*Identify Threats:* External factors that indicate a threat. These threats may come from government regulations, competitor’s market advantage or new consumer trends taking place.

**Strategic thinking:** Identifies the critical gaps and pathways that need to be followed to attain the desired outcome.

Identify most relevant components of the SWOT analysis. Start identifying core strategies you will focus on. “How might we” statement starters allow for deliberate strategic focus to take place when filling in the gaps.

**Contextual thinking:** Understands the interrelated conditions and circumstances that will support or hinder success.

Moving from “How might we” to understanding and listing each of the supports for the SWOT components.

(Switalski & Barbero-Switalski, 2008)
21 Questions:

I have created a list of twenty one questions that I asked myself in regards to the next steps in career mapping.

1. How long will the transition stage after degree completion last?
2. Will I work in the public or private sector?
3. How will I be able to land gigs on Oprah and David Letterman?
4. How will I publish my first book?
5. How will I pursue my international clientele?
6. Will I starve or live well?
7. Whom can I trust and whom not?
8. Will I teach creativity?
9. Will North Carolina be more open towards creativity?
10. How will I create creativity centers all over the world?
11. How will I create creativity departments in every organization worldwide?
12. Will I focus on intrinsic satisfaction or extrinsic security?
13. How will I integrate Information Technology into my work?
14. How do I complete my five year objective in two and a half years?
15. How will I bring others on board?
16. Will I pursue my creativity dream beyond the five year mark?
17. How might I bring more understanding of spirituality into creativity?
18. What significance will strategy play in my creativity layout?
19. How will I distinguish the difference between creativity and productivity to others?
20. Why is the list twenty one questions long?
21. Where’s my sanity and common sense?

Creation is a big part of creativity. It is our individual value system that enables and endows us to make accommodation for something new and useful in our lives. Through this masters project creativity has been applied in a career mapping setting that should provide a strong foundation for one’s search into his own internal and external state of existence pertaining to his career as well as what the outside world has to offer and what it may need in addition to the “available” already out here. My advice to everyone who picks us this master’s project is to be true to one’s self, to find internal balance and to
give the world what it needs on one’s own terms applying creativity dynamically balancing the internal wants and the external needs of one’s own and the world.
References


Section Seven: Appendixes

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APENDIX A

CONCEPT PAPER
Career Mapping: for graduates of M.S. in Creativity and Change Leadership

Name: Marek Hrehovcik Date Submitted: August 31, 2008

Project Type:

This project aims to develop internal understanding of one’s self in regards to creativity and career planning. Its future mapping enables the user to discover variables in possible employment based on his situation, likes, abilities, skills, knowledge and perceptions. Potentials of the project are timeless and limitless as are variations of possible outcomes and levels of personal indulgence of the creation of the individual’s career map.

What Is This Project About?

This project is about finding true passion when combining creativity with a future career. It aims to look at what possibilities one may have based on his skills, knowledge, experience and creativity. It will allow one to create one’s own future career map through applying carefully selected tools from the M.S. program.

Each individual can perceive himself as a “creativity” royalty in creating his own future map with short term, midterm or long term anticipated results or outcomes. It is a step towards bridging one’s own vision with reality of the desired future.

Rationale for Choice:

As a person I have never laid out a potential foundation for my future career, combination of careers or even multiple or various careers. I felt that my cognitive and rationale side has crimped my ability to dream and to reveal all of possible jobs or careers I may be eligible for or may want to pursue.

Starting with Alex Osborn’s *Applied Imagination* I have heard of instances where individuals were able to combine their skills, abilities, knowledge and wants into a new career or a job title with applicable job description. This trend may exist in medicine where methods or fields are combined to create new types of medical approaches and areas of study producing doctors or medical professionals with a new niche.
What Will be the Tangible Product(s) or Outcomes?

The tangible product will be the future map. It will enable anyone to read and follow the steps towards creating one’s own future career map. The career map will be the representation of a given example with the focus to instruct through given example and not to be copied word for word as skills, knowledge and overall situation including desired outcomes of any one person may vary from that of another individual.

What Criteria Will You Use To Measure The Effectiveness Of Your Achievement?

Effectiveness will be measured through feedback from classmates in creative studies as well as close community and my network of friends and business professionals. In addition it will be measured through the effectiveness to lead individuals toward creating their own future career map(s). Wider audiences may also be approached with future career mapping as a creative exercise useful to deepen the understanding of one’s desired and ultimately pursuit career(s).

Who Will Be Involved or Influenced; What Will Your Role Be?

Initially I will be involved in creating my own future career map scenarios. With proper assembly of my map I will be able to share my discoveries and reflections with other graduate students and my network of friends and business professionals. Due to time limitations however, I may need to focus on up to five exposure and interaction sessions with good constructive feedback.

When Will This Project Take Place?

This project will take place in July and August 2008.

- Part I will look at all potential employment opportunities in North America and Internationally.
- Part II will look at potential cities for employment in North America and the world.
- Part III will continue with selecting three to five potential careers and create a future map between two to five years.
- Part IV will assist with selecting three to five potential cities for employment in North America and Internationally
- Part V will assist with selecting a specific city and generating a list of potential employers, narrowing that list down and selecting top fifty organizations I will desire to work for.
Where Will This Project Occur?

This project will occur on campus of Buffalo State College in the library and at the International Center for Studies in Creativity. In addition some activities relating to this project will occur in Depew, New York where I am currently residing. I will also be utilizing my commute time between the school and my residence to seek inspirations and occurrence of new ideas.

Why Is It Important to Do This?

Most importantly this project is a step toward finding a possible career relating to creativity I will enjoy most. As a person I have spent very limited amount of time reflecting on my internal motives for intrinsic motivations relating to creativity and applications of those motives in pursuit of a career that will fit my skills, knowledge, wants and my wallet. I hope to be influenced by this project, but am also hoping to influence others who will not be afraid to indulge their creativity “royalty” in their own career mapping and career search.

Personal Learning Goals:

I hope to develop a closer relationship between my creative thinking and my creative behavior. I believe that my own internal state of looking will be met with the external state of finding a perfect career. In addition I hope that possible future planning will excite other individuals toward learning more about their career possibilities and employment steps and finding a perfect career as well. With every person’s outcomes to be slightly or significantly different I do hope that the process steps will be shared amongst the community of indulged career mapping advocates.

How Do You Plan to Achieve Your Goals and Outcomes?

My goals will be achieved through the use of mind mapping software. This software will enable me to create desired scenarios that will be included in the project. I will use Creative Problem Solving tools brainstorming with post-its and card sort to assist me with generating and sorting data respectively. I will also use Cartoon Story Board from the Thinking Skills Method to expand on three to five selected careers.

Evaluation:

Evaluation will be done through feedback from friends and graduate students in the program. This evaluation will reflect their comprehension of the career map and its future implication intended in the project as well as their personal application thereof.
Prepare Project Timeline:

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<th>Date Range</th>
<th>Task Description</th>
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<td>July 21 – July 27 (2008)</td>
<td>Meet with career counselor start finalizing data for sections one through three</td>
</tr>
<tr>
<td>July 28 – August 3 (2008)</td>
<td>Meet with career counselor</td>
</tr>
<tr>
<td>August 4 – August 10 (2008)</td>
<td>Meet with career counselor</td>
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<tr>
<td>August 11 – August 17 (2008)</td>
<td>Write additional sections</td>
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<tr>
<td>August 18 – August 24 (2008)</td>
<td>Finalize my findings</td>
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<td>August 25 – August 31 (2008)</td>
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<tr>
<td>September 1 – September 6 (2008)</td>
<td>Submit Final copy of the project</td>
</tr>
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Identify Pertinent Literature or Resources:

There are three categories of literature I will need to research. The first category will involve all literature relating to creativity and creative problem solving utilizing methods and tools for effective steps toward a needed outcome. The second category will involve literature that looks at leadership since I am strongly inclined towards the role of a leader in an organizational setting. The third category will look at literature that enables its user to seek possible employment or careers relating to individual skills, abilities, experiences and desires.


APENDIX B

LIST OF WORLD COUNTRIES WHERE CREATIVITY IS APPLIED
# LIST OF WORLD COUNTRIES

## Eastern Africa

<table>
<thead>
<tr>
<th>Country</th>
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## Central Africa (Middle Africa)

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**Northern Africa**

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Source: Population Reference Bureau: 2004 World Population Data Sheet

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**Central America**

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**South America**

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<td>-</td>
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<td>China, Macau SAR</td>
<td>473 000</td>
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<td>China Tibet</td>
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<tr>
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**Northern Asia**

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**South-Central Asia**

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Western Asia and Middle East

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**Eastern Europe**

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<td>Vaduz</td>
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<td>Bern</td>
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* Member States of the European Union (EU)
+ Member States of European Free Trade Association (EFTA)

Source—Population and Area: Population Reference Bureau (rounded values) and others
APENDIX C

SELECTED BIBLIOGRAPHY
FOR ADDITIONAL INQUIRY

Selected Bibliography


Solving Through Creativity in Problem Definition: Expanding the Pie. *Creativity and Innovation Management*. 9 (1).


Chislett, L.M. (1994). Integrating the CPS and school wide enrichment models to
enhance creative productivity. *Roeper Review*, 17, 4-7.


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Solving Group-Buffalo.


APENDIX D

LIST OF

RALEIGH - NORTH CAROLINA AREA

30 POTENTIAL EMPLOYERS SELECTED FROM AN ORIGINAL LIST OF 5000 POTENTIAL EMPLOYERS

Company # 1 2 Plus Inc.
Address 314 Highlands bluffs Drive
City, State Zip Cary, NC 27511
Phone (919) 363-0021
Fax
Email
Web
Year Founded
Annual Revenues: $2,028,711
Employees: 11
Type of organization: Public/Society Benefit Management & Technical Assistance
Total End of Year Assets: $448,626
Total Annual Expenses: $2,056,291
Organization Stated Purpose: To increase ride sharing and reduce single occupant commuting
Services:
Providing transportation and other incidental benefits to commuters which directly advances the organizations charitable purpose of reducing traffic

Contact Name Contact Title
Mr. Byron York President
Mr. Mark Shipman Director
Mr. Robert Peele Manager
Ms. Susana Carera Director
Mr. Richard Stoltz Director
Mr. David Fabricatore Director
Mr. Richard Doherty Manager
Mr. George Beebee Director

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--------------------------------------------------------------------------------
Company # 2 21st Century Solutions
Address 2716 Townedge Court
City. State Zip Raleigh, NC 27612
Phone (919) 783-6152
Fax
Email
Web
Year Founded
Annual Revenues: $46,250

Total End of Year Assets: $0
Total Annual Expenses: $40,824
Organization Stated Purpose: Education for community and students.

Contact Name Contact Title
Ms. Sandra Babb Vice President
Ms. R. Jarema President
Ms. Margaret Gayle Secretary & Treasurer
Company # 3 2nd Chance Pet Adoptions Inc.
Address PO Box 73
City, State Zip Cary, NC  27512
Phone (919) 890-4170
Fax
Email
Web
Year Founded
Annual Revenues: $106,504

Type of organization: Animal Protection and Welfare Org
Total End of Year Assets: $47,095
Total Annual Expenses: $88,391
Organization Stated Purpose: Provided adoption services for cats and dogs. provided neuter services to keep pet overpopulation under control.
Services: Direct expenses related to animal care prior to adoption such as vet services, supplies, boarding, etc.

Contact NameContact Title
Mr. Brian DarerTreasurer
Mr. Push RegeVice President
Ms. Jeanne HeiselSecretary
Ms. Sally KadlePresident

Company # 4 72 Foundation Inc.
Address 7621 Purfoy Road
City, State Zip Fuquay Varina, NC  27526
Phone (919) 552-2429
Fax
Email
Web
Year Founded
Annual Revenues: $90,977

Type of organization: Disaster Preparedness and Relief Services
Total End of Year Assets: $268,052
Total Annual Expenses: $125,625
Services:
To provide disaster assistance to those impacted by disasters and to assist the needy with renovation and maintenance of their residence.

Contact Name
Mr. William Wrenn
President

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--------------------------------------------------------------------
Company # 5 919 Marketing Co.
Address 102 Avent Ferry Road
City, State Zip Holly Springs, NC 27540
Phone (919) 557-7890
Fax (919) 557-0041
Email info@919marketing.com
Web http://www.919marketing.com
Year Founded 1996
Annual Billings: $10,000,000
Employees: 10

Advertising Agency.
National agency associations: AMA
Breakdown of gross billings by media:
Business Publications: $1,500,000
Collateral: $1,000,000
Consumer Publications: $1,000,000
Direct Mail: $1,000,000
Newspapers & Magazines: $1,500,000
Public Relations: $3,000,000
Radio & TV: $500,000
Strategic Planning/Research: $500,000
Specialization: Advertising, Brand Development & Integration,
Broadcast, Business Publications, Business-To-Business, Cable
T.V., Co-op Advertising, Collateral, Communications,
Consulting, Consumer Marketing, Consumer Publications,
Corporate Identity, Digital/Interactive, Direct Response
Marketing, E-Commerce, Education, Electronic Media,
Entertainment,
Accounts:
BioSignia; 2007
Duke University; Durham, NC; 1997 (Healthcare)
Kerr Drugs; Raleigh, NC; 2005 (Drug Store Chain)
Kooler Kraft International; Roswell, GA; 1999 (Retail Consumer Products)
Lowe's Corporation; North Wilkesboro, NC; 1996 (Home Improvement)
Nationwide Homes; Martinsville, VA; 1996 (Modular Homes)
Natraflex Brands; Castle Rock, CO; 1999 (Nutritional Supplements)
POPism; Adelaide, Australia; 1999 (Apparel)
TrialCard; Raleigh, NC; 2001 (Pharmaceutical Transaction Services)
Unilever; Englewood Cliffs, NJ

Contact Name Contact Title
Mr. Jack Chapman Secretary
Ms. Kim Knoblauch VP - Account Services
Mr. David M. Chapman President & New Business Contact
Mr. David Walter Art Director
Mr. David Storey Director - Creative
Ms. Rachel Koehler Secretary
Ms. Sally Brown Chief Financial Director

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Company # 6 A New Leash On Life Inc.
Address PO Box 774
City, State Zip Wake Forest, NC 27588
Phone (919) 554-9479
Fax
Email
Web
Year Founded
Annual Revenues: $60,593

Type of organization: Animal Protection and Welfare Org
Total End of Year Assets: $25,037
Total Annual Expenses: $52,996
Organization Stated Purpose: Rescue, rehab and adoption of stray dogs and puppies

Contact Name Contact Title
Mr. Briony Voorhees Vice President
Ms. Tammy Brundage President
Mr. Henry Voorhees Secretary & Treasurer
Company # 7 A Place to Copy Inc.
Address 2900 Spring Forest Road, Suite 101
City, State   Zip Raleigh, NC   27616
Phone (919) 876-2300
Fax
Email
Web
Year Founded 1990
Revenue: $1,000,000
Employees: 10

PRIMARY SIC Classification: 7334 - Photocopying & duplicating services
Photocopying & duplicating services
Ownership: Private
Product classifications:
PHOTOCOPYING & DUPLICATING SERVICES

Contact Name
Ms. Susan FordTreasurer
Mr. Keith FordChief Executive Officer
Mr. Christoper FordDirector

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Company # 8 A&S Computer Services Inc.
Address 2813 Carriage Meadows Drive
City, State   Zip Wake Forest, NC   27587
Phone (919) 554-4388
Fax (919) 554-9431
Email info@ascomputer.com
Web http://www.ascomputer.com
Year Founded

Description: Specializes in software and systems support, including software design and development; project management and planning troubleshooting; configuration management; hardware/software selection; interim engineering management; system management and security; network design and
implementation and standards and procedures. Geographic Area(s) Served: United States.

Keywords:
Computer technology-Computer software/programming
Management
Management-Project management
Business services-Small business development
Personal and professional development-Problem solving
Computer Related Services Miscellaneous
Computer Programming Services
Computer Integrated Systems Design
Management Consulting Services

Contact NameContact Title
Mr. David SroelovPrincipal

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Company # 9 A.G. Raymond & Co.
Address 1033 Wade Avenue, Suite 102
City, State Zip Raleigh, NC 27605
Phone (919) 831-0070
Fax (919) 831-0072
Email info@raymondnet.com
Web http://www.raymondnet.com
Year Founded 1981
Employees: 5

Description: Management and technical consultants to the forest and wood products industry. Services include: feasibility analysis, materials utilization, plant location, long-range planning, facilities design and planning, equipment specification, methods improvement, and production control systems. Also provides services in construction management, facilities engineering, and computer applications through associated firms for complete turnkey projects. Geographic Area(s) Served: Worldwide.

Recent Publications:

Keywords:
Manufacturing/industrial operations-Materials handling
Feasibility studies
Manufacturing/industrial operations-Production management
Construction services-Construction management
Space planning-Facilities design
Management Consulting Services
Engineering Services

Contact NameContact Title
Ms. K. RaymondPrincipal
Jerry Mayo, PEPrincipal
Mr. Arthur G. Raymond, Jr.President

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Company # 11 A/E/C Support Services
Address 116 North Bloodworth Street
City, State Zip Raleigh, NC 27601
Phone (919) 839-8811
Fax (919) 832-7189
Email jwkinney@aec-support.com
Web http://www.aec-support.com
Year Founded 1990
Employees: 1

Description: Assists in computer and systems planning as well as historic preservation. Provides ADA assessment, code and pre-design investigation and programming. Conducts quality control and specifications review. Serves architects, engineers, contractors and institutions. Revenues: $250,000

Seminars:

Keywords:
Computer technology-Needs assessment and equipment selection
Quality control issues
Management Consulting Services
Computer Programming Services

Contact Name Contact Title
Mr. John W. Kinney, Jr. Principal

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Company # 12 A4 Health Systems Inc.
Address 5501 Dillard Drive
City, State Zip Cary, NC 27511
Phone (919) 851-6177
Fax
Email
Web http://www.a4healthsystems.com
Year Founded 1970
Revenue: $100,000,000
Employees: 400

Corporate employment : 914
Corporate Sales : $227,969,000
PRIMARY SIC Classification: 7372 - Prepackaged software
Software publisher; computer system consulting services
Ownership: Public
Product classifications:
SOFTWARE PUBLISHERS: NEC
CONSULTING SERVICE: Computer

Contact NameContact Title
Mr. William Davdison VP - Finance
Ms. Elizabeth Moore Production Manager
Mr. Lee A. Shapiro President
Mr. Carroll W. Hickman Director
Mr. David Bond Vice President
Mr. Christopher White Administrator

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Company # 13 ABB Inc.
Address 200 Regency Forest Drive, Suite 400
City, State Zip Cary, NC 27518
Phone (919) 831-3182
Fax
Email
Web
Year Founded 2005
Revenue: $25,000,000
Employees: 100

PRIMARY SIC Classification: 7373 - Computer integrated systems design
Systems software development service
Ownership: Private
Product classifications:
SYSTEMS SOFTWARE DEVELOPMENT SVCS

Contact NameContact Title
Ms. Patricia Morefield
Manager

Mr. James Brown
Administrator

Ms. Deborah Warner
Principal

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Company # 14 Able to Serve Inc.
Address 9108 Old stage Road
City, State  Zip Raleigh, NC  27603
Phone (919) 772-7063
Fax
Email
Web
Year Founded
Annual Revenues: $28,433

Type of organization: Mental Health Association - Multipurpose
Total End of Year Assets: $18,021
Total Annual Expenses: $10,412
Organization Stated Purpose: The organization's primary exempt purpose is to provide services and opportunities for persons with mental and physical disabilities.

Services:
The organization provides the following services to persons with mental and physical disabilities - educational services for existing ministries; - training for persons organizing ministries; - community awareness; - camp scholarships; - organized entertainment activities; - limited transportation opportunities

Contact Name Contact Title
Mr. Carlton S. McDaniel, Jr. President
Mr. Jerry L. Potter Vice President
Mr. Carlton McDaniel, Sr. Chaplain & Director
Mr. G. Smith Director
Mr. James Smith Director
Mr. Robert Matthews Director
Ms. Cynthia W. McDaniel Treasurer & Director
Mr. David Medlin Director

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Company # 15 Absolute Automotive Inc.
Address 1105 West Chapel Hill Street
City, State   Zip Durham, NC   27701
Phone (919) 403-7575
Fax
Email
Web http://www.absoluteautomotive.com
Year Founded 1997
Revenue: $1,000,000
Employees: 3

PRIMARY SIC Classification: 7539 - Automotive Services, Except Repair
Automotive repair services
Ownership: Private
Product classifications:
AUTOMOTIVE REPAIR SERVICE

Contact NameContact Title
Mr. Evan JuhlinPresident

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Company # 16 AC & Lillian D Bulla Memorial Foundation Inc.
Address 228 West Edenton Street
City, State   Zip Raleigh, NC   27603
Phone (919) 832-7535
Fax
Email
Web
Year Founded
Annual Revenues: $132,405

Type of organization: Private Independent Foundation
Total End of Year Assets: $2,563,479
Total Annual Expenses: $18,614
Organization Stated Purpose: Student loans and church improvements
Services:
Disbursement of student loans to persons who desire a college or post-graduate education and disbursements of funds for the construction of buildings, additions, or permanent improvements for the benefit of edenton street methodist church
Disbursement of student loans to persons who desire a college or post-graduate education and disbursements of funds for the construction of buildings, additions, or permanent improvements for the benefit of Edenton Street Methodist Church.

Contact Name: Contact Title
Mr. Peter Pace: Director
Ms. Ann Smith: Director
Mr. Steve Simpson: President
Ms. Molly Waters: Director
Mr. Roger Elliott: Secretary & Treasurer
Mr. Lee Black: Director
Mr. James Peden Jr.: Director
Mr. Gene Wells: Director
Ms. Brenda Summers: President
Mr. Byron Saintsing: Vice President
Mr. Myron Banks: Director

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Company # 17 Academy of Operative Dentistry Inc.
Address: 121 South Estes Drive, Suite 205a
City, State: Chapel Hill, NC 27514
Phone: (919) 968-9897
Fax
Email
Web
Year Founded
Annual Revenues: $334,099

Total End of Year Assets: $568,494
Total Annual Expenses: $311,804
Organization Stated Purpose: To support education, research, and professional standards in the field of operative dentistry.

Services:
Annual meeting to discuss, plan and promote ways to support education, research, and professional standards in operative dentistry and recognize achievements made in this field.
Subscribing to 'operative dentistry journal' promotes education, research, and professional standards in operative dentistry.
Awards recognize achievement in field of operative dentistry.
Company # 18 Accent Imaging Inc.
Address 6503 Hilburn Drive
City, State Zip Raleigh, NC 27613
Phone (919) 782-3332
Fax (919) 783-0702
Email
Web
Year Founded 1984
Revenue: $5,000,000
Employees: 50

Corporate employment : 59
Corporate Sales : $3,700,000
PRIMARY SIC Classification: 7334 - Photocopying & duplicating services
Blueprinting services
Ownership: Private
Product classifications:
BLUEPRINTING SERVICES

Contact NameContact Title
Mr. Michael StodderPresident
Ms. Tina StodderManager

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Company # 19 Access Equipment Rental LLC
Address 6517 Hilburn Drive
City, State   Zip Raleigh, NC   27613
Phone (919) 832-1444
Fax (919) 832-1481
Email
Web
Year Founded 1994
Revenue: $1,000,000
Employees: 20

Corporate employment : 75
Corporate Sales : $7,500,000
PRIMARY SIC Classification: 7359 - Miscellaneous Bussiness Services
Equipment rental & leasing services
Ownership: Private
Product classifications:
EQUIPMENT: Rental & Leasing, NEC

Contact NameContact Title
Ms. Cindy SmithOffice Manager
Mr. Douglas PiarMember
Mr. Charles ParrishMember

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Company # 20 Accesscare
Address 3500 Gateway centre Boulevard, Room 130
City, State Zip Morrisville, NC 27560
Phone (919) 380-9962
Fax
Email
Web
Year Founded
Annual Revenues: $5,417,126
Employees: 51

Type of organization: Personal Social Services
Total End of Year Assets: $1,398,612
Total Annual Expenses: $5,295,697
Organization Stated Purpose: To improve and reduce the cost of healthcare to low income and disabled patients who quality for medicaid in north carolina.
Services:
Providing care management to medicaid patients and health management training to physicians and patients.

Contact Name Contact Title
E. Stephen Edwards, M.D. Board Member
Mark Picton, M.D. Board Member
Joseph Ponzi, M.D. Treasurer
Ms. Elaine Russell, MPH Board Member
Ed Reedy, MD Board Member
Mr. Steve Wegner President
Deborah Ainsworth, MD Chair & Secretary
Charles Willson, M.D. Board Member
Warren P. Newton, M.D. Board Member
William Carr, MD Board Member
Alan D. Stiles, MD Board Member
Gregory Adams, MD Board Member
William Stewart, MD Board Member
Mr. John Bristol Vice President
John Whalley, M.D. Board Member

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Mr. Paul NeedhamVice President
Mr. Ken KellyVice President
Mr. Jeff WoodVP - Sales & Marketing
Mr. Tim HillTechnical Manager
Mr. Brian HandlyChief Executive Officer
Mr. David PunchVice President
Mr. Robert CoxVice President
Mr. Guy TaylorVP - Engineering
Ms. Kay BurgessChief Operating Officer

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Company # 22 Accored Inc.
Address 807 East Main Street, Building 748c
City, State Zip Durham, NC  27701
Phone (419) 682-1400
Fax
Email
Web
Year Founded
Annual Revenues: $631

Type of organization: Community Improvement/Capacity Building
Total End of Year Assets: $4,477
Total Annual Expenses: $33,240
Organization Stated Purpose: The organization primary purpose is to work with grassroots organizations and community organizations in the planning and evaluating programs targeting the problems affecting children and youth in those communities.

Contact NameContact Title
Ms. Dorothy C. BrownePresident

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Company # 23 Accounting Machine Systems Inc.
Address 201 Wagstaff Road
City, State Zip Fuquay Varina, NC  27526
Phone (919) 552-2691
Fax (919) 552-0532
Email
Web http://www.ams-fv.com
Year Founded 1972
Revenue: $25,000,000
Employees: 80

PRIMARY SIC Classification: 7378 - Computer maintenance & repair
Computer & data processing equipment repair & maintenance; wholesales computers; retails computers & computer software
Ownership: Private
Product classifications:
COMPUTER & DATA PROCESSING EQPT REPAIR & MAINTENANCE
COMPUTERS, NEC, WHOLESALE
COMPUTER & COMPUTER SOFTWARE STORES

Contact NameContact Title
Mr. Lawrence W. HallPresident
Mr. Nelson KellerVice President

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Company # 24 Accumulated Resources of Kindred Spirits
Address 6118 St giles Street, Suite 130
City, State Zip Raleigh, NC 27612
Phone (919) 785-9737
Fax
Email
Web
Year Founded
Annual Revenues: $31,913

Type of organization: Religion Related/Spiritual Development
Nonmonetary Support
Total End of Year Assets: $3,978,018
Total Annual Expenses: $54,896
Organization Stated Purpose: All directors (except bill reynolds and charles decourt) are employed by arks inc, a for profit company related to the organization through common management and common objectives mr. robert knowles, president and owner of arks inc. developed a methodology for arks to assist small and mid-sized churches in expanding their ministries, as well as improving stewardship or designing and implementing successful capital campaigns or in helping church congregations design and guild their own buildings.
Contact NameContact Title
Mr. Charles DecolDirector
Ms. Virginia HuffSecretary
Mr. William ReynoldsDirector
Mr. Robert KnowliPresident
Mr. Lawrence WallExecutive Director
Mr. Phil BradleyDirector

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Company # 25 Action for Children North Carolina
Address 311 East Edenton Street
City, State   Zip Raleigh, NC   27601
Phone (919) 834-6623
Fax
Email
Web
Year Founded
Annual Revenues: $599,973
Employees: 11

Total End of Year Assets: $510,736
Total Annual Expenses: $766,524
Organization Stated Purpose: To provide systematic and long-term advocacy on behalf of north carolina's children and their families.
Services:
Coalitions and committees
Child maltreatment and fatalities
Knowledge exchange
Juvenile justice

Contact NameContact Title
Dr. Margaret Bourdeaux ArbuckleDirector
Ms. Lynne GarrisonDirector
The Honorable William MartinDirector
Ms. Rebecca JohnsonVice Chair
Alton R. Anderson, MDPast Chair
Dr. Joan S. LipsitzSecretary
Laura Gerald, MDDirector
Professor John C. BogerDirector
Mr. Jonathan P. SherPresident
Ms. Ruth AmersonDirector
Web http://www.adsystems.net
Year Founded 1987
Revenue: $5,000,000
Employees: 9

PRIMARY SIC Classification: 7373 - Computer integrated systems design
Systems software development service
Ownership: Private
Product classifications:
SYSTEMS SOFTWARE DEVELOPMENT SVCS

Contact NameContact Title
Mr. Dino RadostaPresident
Ms. Christina RadostaCorporate Secretary

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Company # 28 ADT Security Services Inc.
Address 2700 Perimeter Park Drive, Suite 100
City, State Zip Morrisville, NC 27560
Phone (919) 388-5481
Fax (919) 388-5030
Email
Web http://www.adt.com
Year Founded
Revenue: $10,000,000
Employees: 100

Corporate employment : 118000
Corporate Sales : $18,781,000,000
PRIMARY SIC Classification: 7382 - News syndicates
Security systems services
Ownership: Private
Product classifications:
SECURITY SYSTEMS SERVICES

Contact NameContact Title
Mr. Robert GrayBranch Manager

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Description: A scientific and engineering services firm, which has the experience to integrate key design and validation strategic decisions into successfully programmed and executed project plans for all types of isolation applications in the pharmaceutical and biotechnology industries. The team can create and develop user requirements specifications, assist in equipment selection, develop or review detailed design specifications and validation master plans, provide FAT/SAT support and execute turn-key IQ, OQ, and QC studies. As a partner with the pharmaceutical client, can also lead in the development of regulatory strategies, training programs, environmental monitoring plans, and structure media fill process simulations to qualify the systems for peak utilization. The team also possesses the ability to source and implement advanced aseptic processing projects for the lab and production environment to ensure that custom systems can be validated per cGMP requirements. Geographic Area(s) Served: Worldwide.

Seminars:

DBA:
ABC

Keywords:
Environmental issues and concerns
Health services
Engineering
Management Consulting Services
Engineering Services
Services Miscellaneous
Company # 30 Advanced Civil Designs
Address 51 Kilmayne Drive
City, State   Zip Cary, NC   27511
Phone (919) 481-6290
Fax
Email
Web
Year Founded 2005
Revenue: $5,000,000
Employees: 20

PRIMARY SIC Classification: 7389 - Business services, nec.
Design services
Ownership: Private
Product classifications:
DESIGN SERVICES, NEC

Contact NameContact Title
Mr. James WhitacreVice President
Mr. Tom WarnerPresident
Mr. Douglas HockCorporate Secretary