CAREER PLANNING STRATEGIES

Hire Me!

Fifth Edition

C. Randall Powell
Indiana University—Bloomington

KENDALL/HUNT PUBLISHING COMPANY
BURLINGTON, IOWA 52601 USA
## CONTENTS

Guide to Selected Topics ........................................... v  
Preface ................................................................. xi  
Acknowledgments .................................................. xv  

**Part I: Planning Your Career**

1 Career Planning .............................................. 3  
What is career planning?

2 Self-Assessment .............................................. 25  
How do I learn to know myself better?

3 Career Exploration .......................................... 73  
What is available?

4 Working in the Private Enterprise ...................... 107  
Where can I go to work?

**Part II: Exploring Management Career Options**

5 Marketing Management ...................................... 143  
What can I do in marketing management?

6 Career Options in Financial Management ............ 167  
What can I do in finance?

7 Career Options in Technical Fields .................... 191  
What jobs are available in technical fields?

8 Career Options in Management ............................ 207  
What jobs using management skills are available?

9 Career Decision Making .................................... 219  
How can I systematically evaluate all of my options?

**Part III: Developing Your Job Search Tools**

10 Resume Preparation Techniques .......................... 251  
What factors should I consider in preparing my resume?

11 Resume Contents ............................................ 277  
What should I include in the various elements?

12 Sample Resumes ............................................ 315  
How do various resumes look?

13 Cover Letter Design ....................................... 371  
How do I match my cover letter with my resume?

14 Job Search Strategies ..................................... 419  
Who should I deal with in making employment contacts?

15 Prospecting for Job Leads ................................. 437  
Who can help me in the sourcing of job leads?

16 Networking Search Strategies ........................... 469  
Who should I contact?
### Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Preparing for Your Interviews</td>
<td>.497</td>
</tr>
<tr>
<td>18</td>
<td>Managing Your Interviews</td>
<td>.529</td>
</tr>
<tr>
<td>19</td>
<td>Practicing for Your Interviews</td>
<td>.573</td>
</tr>
<tr>
<td>20</td>
<td>Communicating with Potential Employers</td>
<td>.601</td>
</tr>
</tbody>
</table>

### Part IV: Managing Your Career

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Continuing Your Education</td>
<td>.661</td>
</tr>
<tr>
<td>22</td>
<td>Managing Your Career</td>
<td>.681</td>
</tr>
</tbody>
</table>
## Guide to Selected Topics

### Part I: Planning Your Career

<table>
<thead>
<tr>
<th>Career Planning: Assessment – Exploration – Search</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Planning?</td>
<td>3</td>
</tr>
<tr>
<td>Planning Ahead</td>
<td>4</td>
</tr>
<tr>
<td>The Work Setting</td>
<td>4</td>
</tr>
<tr>
<td>Life Decisions</td>
<td>5</td>
</tr>
<tr>
<td>Significance of Planning</td>
<td>5</td>
</tr>
<tr>
<td>Life Planning</td>
<td>6</td>
</tr>
<tr>
<td>Career Jargon</td>
<td>6</td>
</tr>
<tr>
<td>What Is Career Planning?</td>
<td>7</td>
</tr>
<tr>
<td>Self-Assessment</td>
<td>8</td>
</tr>
<tr>
<td>Career Exploration</td>
<td>8</td>
</tr>
<tr>
<td>Job Search</td>
<td>9</td>
</tr>
<tr>
<td>Integrated Concepts</td>
<td>10</td>
</tr>
<tr>
<td>Compromise</td>
<td>10</td>
</tr>
<tr>
<td>Feedback Loops</td>
<td>10</td>
</tr>
<tr>
<td>Process</td>
<td>11</td>
</tr>
<tr>
<td>Individual Activity</td>
<td>11</td>
</tr>
<tr>
<td>Work-Centered</td>
<td>11</td>
</tr>
<tr>
<td>Decision-Oriented</td>
<td>12</td>
</tr>
<tr>
<td>Compromises</td>
<td>13</td>
</tr>
<tr>
<td>Career Planning Defined</td>
<td>13</td>
</tr>
<tr>
<td>Marketing Fundamentals</td>
<td>13</td>
</tr>
<tr>
<td>Career Planning Theory Sets the Foundation</td>
<td>14</td>
</tr>
<tr>
<td>Framework</td>
<td>15</td>
</tr>
<tr>
<td>Popular Career Theories</td>
<td>15</td>
</tr>
<tr>
<td>Holland’s Theory</td>
<td>15</td>
</tr>
<tr>
<td>Personality Type Theory</td>
<td>19</td>
</tr>
</tbody>
</table>

| Career Testing Websites | 21 |
| Conclusion | 22 |

### Self-Assessment: Methods – Personal Qualities – Projects

<table>
<thead>
<tr>
<th>Self-Assessment: Methods – Personal Qualities – Projects</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Assessment</td>
<td>25</td>
</tr>
<tr>
<td>Purpose</td>
<td>25</td>
</tr>
<tr>
<td>Definition</td>
<td>26</td>
</tr>
<tr>
<td>Reality Check</td>
<td>26</td>
</tr>
<tr>
<td>Goal Setting</td>
<td>27</td>
</tr>
<tr>
<td>Self-Assessment Techniques</td>
<td>28</td>
</tr>
<tr>
<td>Counselors</td>
<td>28</td>
</tr>
<tr>
<td>Websites</td>
<td>28</td>
</tr>
<tr>
<td>U.S. News</td>
<td>28</td>
</tr>
<tr>
<td>Publications</td>
<td>29</td>
</tr>
<tr>
<td>Autobiography</td>
<td>29</td>
</tr>
<tr>
<td>Inventories</td>
<td>29</td>
</tr>
<tr>
<td>Psychological Tests</td>
<td>30</td>
</tr>
<tr>
<td>Self-Assessment Instruments</td>
<td>31</td>
</tr>
<tr>
<td>Types of Tests</td>
<td>34</td>
</tr>
<tr>
<td>Summary of Assessment Methods</td>
<td>35</td>
</tr>
<tr>
<td>Identify Your VIPS</td>
<td>35</td>
</tr>
<tr>
<td>Starting Points</td>
<td>36</td>
</tr>
<tr>
<td>Importance of VIPS</td>
<td>36</td>
</tr>
<tr>
<td>Decision Responsibility</td>
<td>38</td>
</tr>
<tr>
<td>Communicating Your VIPS</td>
<td>38</td>
</tr>
<tr>
<td>Skills</td>
<td>39</td>
</tr>
<tr>
<td>Skill Acquisition</td>
<td>39</td>
</tr>
<tr>
<td>Types of Skills</td>
<td>40</td>
</tr>
<tr>
<td>Skills Inventory</td>
<td>40</td>
</tr>
<tr>
<td>Values</td>
<td>42</td>
</tr>
<tr>
<td>Values Clarification</td>
<td>42</td>
</tr>
<tr>
<td>Classifying Values</td>
<td>43</td>
</tr>
</tbody>
</table>
Guide to Selected Topics

Values Appreciation ........................................... 43
Interests .......................................................... 44
Interests Influence Decisions ............................. 44
Prioritizing Interests ........................................ 44
Interest Instruments: Your Analysis ................ 46
Ranking Your Interests ....................................... 46
Career Comparisons ........................................ 48
Test Interpretation ............................................. 48
Administration and Interpretation ..................... 52
CareerLeader Assessments ................................ 53

Personal Qualities ............................................. 54
Subjective Factors ............................................. 54
Personal Descriptors ......................................... 56
Communicating Personal Qualities .................. 56
The Myers-Briggs Type Indicator (MBTI) .......... 57

Self-Assessment Career Action Projects .......... 60
Autobiography Project ....................................... 61
Skill Identification Project ................................. 63
Values Clarification Project ............................... 66
Interest Inventory Project ................................ 67
Personal Descriptors Project ............................. 68

Summary .......................................................... 71

Career Exploration: Process – Realities – Markets .... 73

Exploring the World of Work .............................. 74
Career One Stop ............................................... 74
Systematic Process .......................................... 76
Relevant Data .................................................. 78
Sources of Information ..................................... 80

Job Market Realities ........................................... 83
Supply/Demand Relationships .......................... 84
Employment Projections ..................................... 87
Salary Concerns ............................................... 92
Sources of Information ...................................... 92
Salary Determinants ......................................... 94
Salary Basis .................................................... 95

Job Markets and Work Settings .......................... 97
Jobs in Education ............................................. 98
Jobs in Government ......................................... 100
Not-for-Profit Organizations ............................ 103
Private Enterprise ............................................ 106

Working in the Private Enterprise: Organizations – Functions – Responsibility Levels . 107
Private Enterprise System ................................. 107
Profit Corporations .......................................... 108

Employer Websites .......................................... 108
Individual Proprietors .................................... 109
Nonprofit Corporations .................................... 109
Industry Groups ............................................. 109
Occupational Classifications .......................... 111

Management Concepts ..................................... 112
Management Structure .................................... 112
Management Process ...................................... 117
Your Career Management ............................... 117
The Management System ................................ 120

Levels of Responsibility .................................... 120
Productivity .................................................. 121
Promotion ..................................................... 121
Labor .......................................................... 121
Professionals ............................................... 122
International ............................................... 128
International Websites .................................... 130
Management ................................................ 133
Executive .................................................... 134

Conclusions .................................................... 135

Part II: Exploring Management Career Options

Marketing Management:
Marketing Structure – Sales – Retail – Advertising ........ 143

Marketing Structures ....................................... 143
Sales Management ......................................... 148
Retail Management ......................................... 153
Advertising Agency ......................................... 158
Marketing Research ......................................... 162
Product Manager ............................................ 164

Career Options in Financial Management:

General Accountant ......................................... 168
Public Accountant .......................................... 174
Internal Auditor ............................................. 179
Management Information System (MIS) ............ 180
Programmer .................................................. 181
Financial Institution ........................................ 182
Credit Manager ............................................... 184
Security Analyst ............................................ 186
Security Sales and Trading ............................. 187
Insurance ..................................................... 188
### Chapter 1 / Career Planning

#### 7 Career Options in Technical Fields: Operations — Engineering — Research

- **Operations** ........................................... 191
  - Functions ............................................. 192
  - Employment Characteristics .......................... 195
- **Engineering** ........................................ 198
  - Engineer .............................................. 198
  - Aerospace Engineer .................................. 200
  - Chemical Engineer .................................. 200
  - Civil Engineer ....................................... 201
  - Electrical Engineer .................................. 202
  - Industrial Engineer .................................. 203
  - Mechanical Engineer ................................ 204
- **Research and Development** ......................... 204

#### 8 Career Options in Management:

- Human Resources — Public Relations — Management Training .......................... 207
  - Human Resource Management ......................... 208
  - Legal Staff ............................................ 214
  - Management Training .................................. 216
  - International Careers ................................ 217
- **International Careers** ............................. 217

#### 9 Career Decision Making:

- Assessment — Exploration — Goals .................. 219
  - Career Planning ....................................... 219
  - Self-Assessment ..................................... 219
  - Decision Making ..................................... 220
  - Career Profiles ...................................... 220
  - Exploration ........................................... 222
  - Career Objectives .................................... 222
  - Integration ............................................ 223
  - Exploration Purposes ................................ 223
  - Exploration Projects ................................ 224
  - Career Profile ........................................ 224
  - Management Training ................................ 225
  - Sales Management .................................... 226
  - Marketing Management ................................. 227
  - Retailing ................................................ 228
  - Banking .................................................. 229
  - General Accounting ................................... 230
  - Public Accounting ..................................... 231
  - Engineering ........................................... 233
  - Human Resource Management ......................... 233
  - Public Relations ....................................... 235

---

### Part III: Developing Your Job Search Tools

#### 10 Resume Preparation Techniques: Purpose — Strategy — Design

- Preparation Techniques ................................ 253
  - Use of Resumes ....................................... 253
  - Format .................................................. 257
  - Types of Resumes ..................................... 262
  - Web Resumes ......................................... 264
  - Image Creation ....................................... 267

#### 11 Resume Contents: Selling — Selling — Selling

- Identification .......................................... 278
- Career Objective ....................................... 279
- Education ............................................... 288
- Activities ............................................... 297
- Work Experience ....................................... 299
- Professional Activities ................................ 306
- Personal ............................................... 308
- References ............................................. 308
- Resume Career Action Project ......................... 312
- Recommender Resume .................................. 312

#### 12 Sample Resumes .................................. 315

#### 13 Cover Letter Design: Purpose — Content — Techniques

- Planning Ideas .......................................... 373
- Construction Techniques ............................... 374
- Conciseness ............................................. 375
- Key Words Matter ...................................... 375
- Using Your Network .................................... 378
14 Job Search Strategies: 
Techniques – Market Timing – 
Team Members 

Planning the Job Search Process
Establish a Job Goal
Job Hunting Process
Communication Tools
Hiring Sequence

Web Job Contacts
Making Contact

Influencing the Job Market
Visible Openings
Hidden Job Market
Hidden Market Entrée
Job Creation
Market Awareness
Hunting Advice

The Job Search Team
Yourself as Coach
Employer’s Need Talent—You!
Human Resource Departments (HRD)
Teachers/Professors
Work Associates
Friends
Acquaintances

Summary

15 Prospecting for Job Leads: 
Sources – Systems – Agencies

Job Lead Sources
Employer’s Applicant Sources
Classifying Job Leads

Job Leads as Prospects
Contacting Prospects Doing Your Research

Prospect Career Action Project

Search Firm Services
College Career Services Office (CSO)
Search Firms
Executive Search Firms
State Employment Services
State Web Services
Career Assessment Services

Summary

16 Networking Search Strategies: 
Networks – Infosearch – Network Partners

A Creative Search Strategy
Contact Networks
Network Concepts
Network Power
Connections
Network Development
Network Maintenance
Using Networks
Career Fairs Create Network Contacts

Information Interviews (Infosearching)
Infosearch Objectives
Contact Sources
Opening Doors
Info Interview Follow-up

Career Action Projects: Just Do It
Network Partners
Informational Interview Project

17 Preparing for Your Interviews: 
Before – During – After

Interview Preparation
Development of the Presentation
Preparation Strategies
Researching the Organization
Purpose of the Interview
Interview Results
Interview Evaluation Criteria

Before the Interview
Get the Facts
Why This Organization
Arrive Early
Professional Dress
Enthusiasm Is Important
During the Interview ........................................... 512
Follow the Lead ............................................. 512
Be Prepared for Questions .............................. 513
Watch Your Ethics ......................................... 514
Emphasize Your Strong Points ...................... 514
Stress Interview Techniques ......................... 515
Prepare for Stress Interview Techniques ....... 516
Emphasize Future Goals ................................ 516
Playing Coy Is Unwise ................................... 521
Ask Questions .............................................. 521
Maintain Enthusiasm ..................................... 522
Close Confidently .......................................... 523
After the Interview ........................................ 524
Make Notes .................................................... 524
No Answer ..................................................... 525
No Interest ..................................................... 526
Solicit Feedback ............................................. 528

19 Practicing for Your Interviews:
Preparation — Presentation — Evaluation ......... 573
Interview Career Action Projects ................. 573
Simulations and Execution ........................... 574
Preparation ..................................................... 574
Employer Data Collection ................................ 577
Employer Profile Interview Project ............... 578
Job Description Interview Action Project .......... 578
Presentation ................................................... 581
Presentation Interview Action Project ............. 581
Questions ....................................................... 583
Twenty Questions Interview Action Project .... 585
Questions on Goals Interview Action Project .... 585
Education Questions Interview Action Project .... 585
Work Experience Questions Interview Action Project ........................................ 589
Values Questions Interview Action Project ....... 591
Interest Questions Interview Action Project ....... 591
Personality Questions Interview Action Project . 592
Empathic Evaluation Interview Action Project .... 593
The Mock Interview Action Project ................. 595
Summary ....................................................... 598

20 Communicating with Potential Employers:
Letters — Forms — Decisions ....................... 601
Professional Communications ....................... 602
Required Correspondence ............................. 603
E-mail ......................................................... 604
Interview Evaluation Record ......................... 604
Letter Style ................................................... 604
Thank You ..................................................... 608
Application Forms ......................................... 609
Accepting Invitation ....................................... 609
Invitation ...................................................... 614
Declining Invitation ........................................ 614
Reaffirming Interest ....................................... 614
Expense Statements ....................................... 615
Terminating Discussions .................................. 615
Offer Acknowledgment ................................... 615
Acceptance of an Offer .................................... 615
Rejection of an Offer ...................................... 617

Managing Your Interviews:
Organize — Control — Evaluate ...................... 529
The Employment Interview .......................... 530
The Non-directive Interview Method ............. 530
The Structure Interview ................................ 531
Situational Interviews ................................... 532
Behavioral-Based Interviews (BBI) ............... 532
The Case Interview ....................................... 537
The Panel Interview ....................................... 541
The Computer Interview ............................... 541
Interviewer Training ...................................... 542
Controlling Techniques .................................. 543
Anticipate Behavioral-Based Questions .......... 543
Answering BBI Questions .............................. 544
Illegal Questions ............................................ 545
Practice Interviewing .................................... 545
Recognize Your Multiple Interests ............... 546
Listening Is Learning ..................................... 549
Philosophic Attitude ..................................... 549
Exude Confidence ......................................... 550
Keep Your Perseverance ............................... 551
Addressing Issues .......................................... 552
Salary ......................................................... 552
Be Frank About Limitations ......................... 553
Face Personal Questions Directly ................ 554
Grades ......................................................... 554
Fight Nervousness ........................................ 555
The Employer’s Evaluation ............................ 555
Interviewing Styles ........................................ 557
Evaluation Factors ........................................ 559
Knockout Factors ......................................... 559
Evaluation Forms .......................................... 561
This book has one overriding purpose: It is to help you find career happiness. Happiness (or job satisfaction if you prefer) comes from doing things you enjoy. What you choose to do to earn a living contributes immensely to your happiness or lack of it.

Career Planning Strategies is a book from which you can learn a lot the first time through, and more importantly, it is a reference book that you may find yourself coming back to over and over. It is designed as a guide that sets you on a course that occasionally may need redirection.

The focus of the book is on planning. Planning involves developing a systematic approach to the direction you want your working life to take. The approach described in this book not only sets the plan but shows you how to implement it as well.

The approach of this book goes beyond the one-shot job hunt. It shows you how to be continually in charge of your career, not how to temporarily deal with a current problem with our employment process.

The employment system may not be the problem; the problem may be in how people use the system. The strategies and techniques suggested here assume the process is going to be around a long time and thus you must learn how to make it work for you.

Subtle humorous illustrations and cartoons dot the manuscript. The purposes of the illustrations are to drive home key points and lighten your day. The response to the earlier editions was overwhelmingly positive from both career professionals and job seekers. The illustrations and cartoons may help you identify personally with the message.

It is important for you to know something about the author of a nonfiction book. You should know where I am coming from when I make the recommendations and suggestions given in the text.

Who am I? I humbly call myself a career professional. I have devoted part of my life to helping other career professionals and job seekers set and achieve personal career objectives. I have devoted another part of my life to helping organizations locate employees who can help them satisfy their organizational goals.

I am a university faculty member and college career services professional who is not paid by either the employer or the potential employee. I have no personal monetary stake in bringing these parties together. I earn a faculty member’s salary from Indiana University. It is fun, interesting, and quite educational to sit on the sidelines and coach and observe both sides simultaneously.

My position has opened doors for me that I do not believe could have been opened in any other way. I have worked with inexperienced entry-level
college graduates, and I have worked with executives who were seeking chief executive officer positions. I have worked with organizations seeking executives to whom they are willing to pay huge salaries. On a daily basis I work with organizations desiring to hire experienced and inexperienced candidates in the $30,000 to $90,000 salary range.

Until 2003 I managed one of the largest college career services programs in the nation. It is a hectic work environment that attempts to relate to hundreds of employers, recent college graduates, and experienced alumni. It can be described as a massive brokering operation that works quite effectively and efficiently.

I also have the opportunity to observe and study the employment system. In the final analysis, employment is a very personal business for both the employer and the employee. Both of them need a little help in finding each other.

During the eighties, a colleague, Dr. Don Kirts at Lafayette College, and I finished a text titled *Career Services Today,* which was published by the College Placement Council, Inc. (now the National Association of Colleges and Employers). *Career Services Today* was written as a handbook for people practicing in our profession of career planning, career services, and recruitment. That book sparked my interest in writing a career book for the average job hunter.

Several years later I was elected and served as president of the Midwest College Placement Association (now the Midwest Association of Colleges and Employers), which at that time was the largest regional association of employers and college professionals in the nation. I continue to serve as a leader in the profession. These experiences have been helpful to me in meeting and understanding career professionals and the needs of the job seeker.

My career has taken me into literally hundreds of corporations, banks, retail firms, educational institutions, and government agencies. I have talked to thousands of people in all types of career fields about their jobs and how they got there. I have talked to people at the very top of the largest organizations in the United States, and I have talked to the lowest level of employee.

It is nearly impossible to describe the extent of the research that has gone into this book. The research was not the esoteric, empirical type that uses the computer to crunch a bunch of numbers. It was thousands of open-ended, probing questions to people who have “been there.” It was a thorough, practical investigation of work settings, career fields, and job search methods.

I constantly met with search firm executives, employment agency owners, career services experts, career counselors, and others who let me pick their brains. I badgered hundreds of human resource managers who are responsible for hiring thousands of managerial, technical, and professional people.

The basic ideas in this book were first published in 1974 in *Career Planning and Placement Today.* I am indeed proud that this book has had such a long, successful history over the years, but there have been very significant improvements over these years also. This fifth edition contains many new illustrations, updated facts, new techniques and ideas, as well as a new graphically illustrated text.
HIRE ME!, the subtitle, is about gaining a competitive edge in the job market, but more importantly, it focuses on developing a strategic plan for your life. You will learn more techniques than you have time to use. The goal is to create a plan that you can realistically use over and over in your life.

HIRE ME! will work for you just as it has for thousands of others. Clearly you must pull together your strengths and credentials into a strategic plan, and then master the techniques gained from reading this book.

The activities are not difficult, but they are time-consuming. This resource is mostly about action, not some philosophical theory. The roots are implanted in a solid theory framework, but the theory is left for the professional counselors to worry about. By spending your time applying the principles and techniques taught here, you will maximize your effort to find a successful career beginning.

A sound strategic career plan turns dreams into reality. The early topics on self-assessment and career exploration expand your horizons for entry into the real world. The thrust is to get you to set goals, take charge of your life, implement some job search techniques and strategies, locate your current niche, and start progressing.

I urge you to discuss your concerns with career professionals at the college you attended. You will get more in-depth insights than can be offered here. I see this book as merely the starting point for information. Others more knowledgeable than I can fill in some of the gaps.

The first edition was published over 25 years ago. The new technologies have totally altered our profession. I am anxious to see what the future brings to the entire career planning process. Thanks to everyone for their input to this text.
ACKNOWLEDGMENTS

In 2003, I retired from managing the Indiana University Career Services Office at the Kelly School of Business so I could return full-time to my role of teaching, researching, and writing. I have held an administrative role in career services (plus alumni relations, fund-raising, student recruiting, minority affairs, etc.) since 1966 in addition to my teaching. As a professor, I now can devote much more energy to researching, writing, web development, and teaching in career education disciplines. My love for career development will surely be satisfied in my expanded academic responsibilities.

There is no way I could personally acknowledge by name all of the individual contributors to this book, but in no way am I ungrateful for the hundreds of contributions. There are, however, a limited number of people who made my life fuller and this book richer.

No words can express my gratitude and respect for the late Professor J. D. Snider, my colleague and mentor for many years. Without Doug’s prodding, cajoling, suggesting, inspiring, and encouraging me, none of my publications would have come to fruition.

Many of the concepts, strategies, and techniques owe their birth to Professor Snider, who is recognized as one of the earliest deans of our profession. His philosophical thinking and gentle management style influenced my approach more than any other factor. It was a sad day when we lost such a great leader in 1975.

My greatest ally in this writing business has been Mrs. Frieda Robertson. Her official title before retirement was Office Manager at our Indiana University Career Services Office, but that role is dwarfed in significance when compared to her other role as contributor-editor-organizer-critic and friend. I especially want to thank her for bringing all of my publications, especially this one, together in an organized, meaningful, and timely fashion. We worked together for over twenty years.

The “Ralph Crabtree” cartoons depict the woes and joys of career planning and job searching. The concerns and apprehensions of “Ralph” and his friends reflect many of our attitudes. I am most grateful to Ralph’s creator, Ron Wheeler, for capturing the feelings that so many of us experience as we go through the career planning process.

I want to thank the thousands of students at several hundred universities who used, abused, cussed, and discussed much of the original material. The feedback from old and young students in my various career planning classes improved the quality of the final product.

Writing is a time-consuming process. At times it meant being away from the office. Over the years, I have had a super staff who have ably taken over
some of my duties when I had to meet pressing deadlines. I have always been
very fortunate in working for university deans who strongly support my efforts.

Besides Frieda, I must recognize Mr. Scott Zanger, who helped move me
into the new age of technology. We prepared many new graphics, cartoons,
and illustrations in each edition. Scott spent hours designing and laying out
each page of earlier works. The excellent rapport with Scott and his expert-
ise took away much of the boredom often present in writing a manuscript of
this magnitude. Scott was my right hand as a career professional in our office
at Indiana.

I happen to be a collector. I save everything that comes across my desk in
this field. As a result, I have incorporated hundreds of great ideas that I have
received over the years from my colleagues, mentors, and detractors. I have
thanked them all individually and now wish to acknowledge them in print.

With thousands of copies of my books in circulation, almost every col-
league in my profession has had a crack at critiquing and making a contribu-
tion. The mail continues to bring in praise and criticism from them, which I
very much appreciate. I wish I could acknowledge them all individually.

In the final analysis, the responsibility to organize and interpret materials
rests with the author. I deserve a kick where errors exist and where I may
have taken too much liberty at interpreting others. I accept the responsibility
for these shortcomings. I hope to correct them in subsequent editions.

In closing, this book must be dedicated to my family. Only a family knows
the strains and hard work that go into producing a publication of this magni-
tude. My three sons, “C.R.,” James, and Ryan, and daughter, Katie, all had to
give up some of dad’s time so he could stay working on this project.

My wife Kathy has been wonderful. Our real estate properties that she
manages plus the family commitments keep us really hopping. This family
really works hard together and Kathy is super in putting all of our diverse
demands in an organized perspective. Very few writers have enjoyed any
stronger support than I have received. Kathy and I are now empty nesters
and are so pleased to see the four children doing well in their own unique
career plans.

I hope that this book proves very useful for the thousands of young peo-
ple who read it and use its ideas to achieve their goals.

C. Randall Powell, Ph.D.
Indiana University
Clinical Professor
Business Administration, Kelley School of Business
Bloomington, Indiana 47405
powellc@indiana.edu