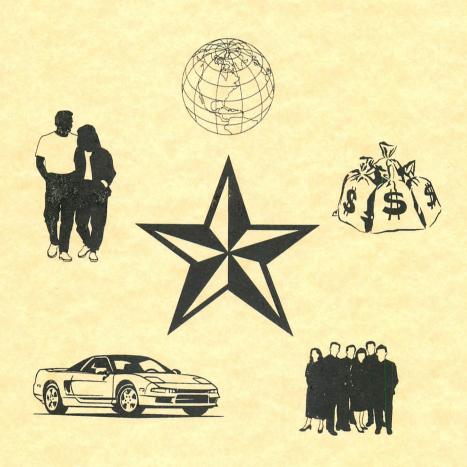
The Goal Mapping Process

Setting and Completing Any Goal



by Gregory Engel

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The Neuro-Linguistic Programming Personal Profile Guidebook (With Jay Arthur)

On Target! - Define and Master Your Ideal Career

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Introduction

Have patience, but remember that there are two kinds: one comes from trying to restrain your feelings (a mistake) and the other is the natural result of finding ways to enjoy whatever you're doing.

- David Jouris

The road leading to a goal does not separate you form the destination; it is essentially a part of it.

- from <u>The Gypsies</u> by Jan Yoors Getting what you want is in large part a function of knowing what you want. The more clear, positive and concise your goal, the more likely you are to notice opportunities and possibilities that make that goal obtainable. A goal is a simple tool for navigation, a valuable landmark whenever you need to pause and find your bearings. The Goal Map Process will assist you to easily set up achievable goals and outcomes for what ever you want to accomplish.

Goals are dreams that happen in ways you can predict. The purpose of a goal is to focus your physical and mental resources. Like a magnet, a goal will direct your attention to notice things you might otherwise ignore. This focused attention will also begin to direct your unconscious by sending instructions that you want a particular result. Goal setting directs your unconscious attention so that it just seems natural to notice the information and opportunities you need to reach your goal. Since the unconscious is much better at noticing opportunities, things start to happen.

By coordinating your conscious and unconscious attentions you will be able to prevent your mind from scattering valuable resources and effortlessly activate your process for goal achievement. This focused effort serves as a perceptual alert system that starts you noticing all manner of things related to reaching your goal. You will begin to notice relevant information when you scan magazines, watch television, engage in conversation and otherwise interact with the world around you.

A goal is something you do or want to accomplish. It is also a behavior in process and moving toward completion. If a goal is not stated as a result that can be measured and tested, it is philosophy and not behavior. To meet this definition you will want to develop goals that satisfy some straightforward criteria. These criteria are briefly stated below and as you move through the Goal Map Process, you will look at each one more closely:

- 1. Stated in positive terms.
- 2. Within personal control.
- 3. Stated in sensory specific terms.
- 4. Ecological.
- 5. Testable.

Positive Power

There is a story of an old Indian Chief sitting around the fire with his tribe, passing a pipe. He was very old, and very wise. He had led his people for a long time, and was well respected. This night he was very quiet. As the night wore on, and still he remained silent, his people began to wonder. Finally, late into the night, he began to speak.

As he spoke softly, the tribe leaned closer to hear his words. "Inside me two dogs are fighting," the old Indian Chief began. "One is the dog of respect, caring, generosity, love, closeness, and good will. The other is the dog of selfishness, hatred, anger, rigidity, meanness, and a cold heart. They are fighting to the death, and the dog who wins will rule my heart." He fell silent again, staring into the fire.

The tribe members held their breath, hoping to hear more. After a long silence, the bravest member of the tribe asked in a quiet voice, "Tell us chief, which dog will win." Another long silence followed before the chief looked up from the fire and around the circle of faces. "The one I feed," he said, and looked down again into the fire.

First, your goal must be stated positively. The question to ask yourself is "What do I want?" For many people this is a short list simply because they spend most of the time thinking about all the negatives in their life. The list of "What I don't want." is usually quite a lengthy one for those people. If thinking about the negatives in life made them go away, reaching goals would be a snap.

From the brain's perspective negatives don't exit. This is because your brain turns a negative into a positive in order to understand it. This is how brains work. If you wish to avoid something; for example a lamp post, a cigarette, or your least liked coworker wearing a pink and green tutu, you have to continually think about it so that you will recognize it and avoid it when it shows up.

Continue to NOT think of that least liked coworker wearing in a pink and green tutu for the rest of the day.

— The Goal Mapping	Process	– <i>Page 3</i> –
	Now think of what you would mos eating for dinner this evening	st enjoy

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Where did the tutu'ed coworker vision go as you were thinking of this evening's dinner? To get rid of one image you have to think of another one that is of equal or greater strength, pleasant or unpleasant. What's in your brain is what you get. (The dog you feed is the dog that wins.)

The first step to establishing clear and achievable goals is to state them in terms of what you **DO** want. Exclude words like "not," "never," "don't," "can't," "doesn't," etc., and words that have negative connotations like "frustration," "anger," "let down," "loose," etc. Also exclude the words "just," and "but."

Take some time to answer (in pencil) the following question on a separate piece of paper:

What do I WANT to accomplish?

The Locus of Control

Secondly, you must play an active part. State your goal such that it can eventually be initiated and controlled by you. "I want to be a giant redwood tree," is a goal outside your capabilities to control. So is "I want to be Marilyn Monroe." That position has been filled.

A lot of people go for things only because a teacher told them they should, or their parents. When you discover your own desire, you're not going to wait for other people to find solutions to your problems. You're going to find your own.

- Peter Vidmar, Olympic gymnast If any part of your goal requires that someone else continually provides an essential component or depends on another person's performance for an extended time, then you need to restate your goal. "I want to win the Nobel Prize for Perfect Human," is entirely dependent on what other people think about your performance. "I want a Ph.D. in Marine Biology." is within your abilities to control.

Use a separate piece of paper to begin applying this criterion of self-actualization and further refine the goals you set in motion in the **Positive Power** section.

Making It Real

Begin to make your goals as real as possible. Thoughts that have no connection to sensory reality are fantasy. What will you see, hear and feel once you have achieved it? Write down the who, what, when and where of having realized your goal and include these components in your goal. "I want a shinny red sports car that handles mountain roads," is a lot

All I know is that the first step is to create the vision, because when you see the vision there - the beautiful vision - that creates the "want power"

- Arnold Schwarzennegar

Goal Maps

Goal Statement

more sensory specific and targeted than "I want a car." Remember, what is in your mind is what you get.

The richer and more polished your idea of what you want, the more familiar it becomes to you and the easier it is for your brain to notice opportunities that will allow you to achieve your goal. Your goal will be more convenient to spot if you give it some "bark and wag." Use a separate piece of paper to refine your goal further by making it more sensory specific.

When you know what your heading toward, it is much easier to focus your attention on how you would like to move in your desired direction from where you are at the moment. As of this stage in the Goal Map process, you have sketched several rough goals, filtered out the negative elements, polished your goals with positive elements, refined them by placing the results within your control and strengthened them with sensory specific descriptions.

You now have a well-crafted goal that is worthy of placing in the **goal statement** box of your Goal Map. (10 blank Goal Maps are included in the back of this guidebook. It is suggested that you copy one of the blank Goal Maps so that you have plenty for future use. It is also a good idea to keep your completed Goal Maps with this guide book for reference.) The goal statement box looks like the example in Figure 1 and is found at the top of the Goal Map page.

GOAL STATEMENT:

Expected Completion Date:

Figure 1

Your goal statement is best completed as a single sentence. It is the star by which you will steer your ship, a statement that specifies what you want to achieve, and a description of what the results look like. (See the examples included in the **Resources** section at the back of this guide book.)

Goal Tasks

The next step is to begin to separate out pieces that are part of the goal you placed in the goal statement box. In the Goal Mapping Process these are called **goal tasks**. You might consider these as mini-goals that are part of the overall goal in

major components of your goal statement. It is not necessary at this point to be very detailed about the goal tasks but they do need to be more specific than the goal statement. For example, your goal statement might read "I want a shinny red sports car that handles mountain roads." This goal may have goal tasks like:

the goal statement box. Together, the goal tasks form the

Things happen in stages, and the qualities of the process add up to the feeling of the result.

David Jouris

- 1. Research prices and options.
- 2. Set up financing.
- 3. Get a better paying job.

For your situation, you will want to select goal tasks that are necessary to complete before you can safely reach your goal. You may have as many goal tasks as you feel are necessary, but it is recommended that you limit them to three. If you need more than four or five you may want to revisit your goal statement and break it down into two or more separate goal statements, each with it's own Goal Map.

Whenever you have identified a goal that you cannot seem to break down into smaller pieces, ask yourself "What stops me from achieving my goal?" Your answers to this question will reveal smaller steps or goals. Answering this question will highlight hidden problems and obstacles. When you have identified something that stops you, the next question to ask yourself is "What do I need to overcome this obstacle?" The answers to this question will be the goal tasks for your Goal Map. For example:

Goal Statement: "I want a shinny red sports car that handles mountain roads."

Question: "What stops me from achieving this goal?"

Answer: "I don't have enough money."

Question: "What do I need to acquire more money?"

Answer: "I need to get a job that pays better."

The second answer is your goal task. Write each goal task (in pencil) in its own goal task box on the Goal Map. The goal task box looks like the example in Figure 2.



Figure 2

The **Index #** can be used for prioritizing each goal task if you wish (for example: 1, 2, 3,...; A, B, C,..., etc.). A check box is available for you to mark as you complete each goal task.

The next step is to work out the details of each goal task. Imagine that you had taken an x-ray of your refined goals from above. Like the bones inside you that give your body structure, you will discover that each goal is composed of a few or many parts. Each of these parts is important to the whole structure of your goal. Leave out a part and the entire goal suffers — it becomes less than is could be if that part was included.

Task Completion Strategy

You might consider these steps as micro-goals to the overall goal. In the Goal Map Process, these steps are called the **task completion strategy** and are the fine detail of your goal process. Here is where you describe explicit steps that will move you toward completing the goal task and therefore the overall goal. Each task completion strategy step in this box should directly effect the goal task it is related to. The task completion strategy area looks like the example in Figure 3.

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Figure 3

Establish as many steps as you need so that you can achieve your goal. Make these steps of such a size that they are within your capabilities to complete.

Include steps that allow you to have fun during your journey. Build in appropriate rewards that will encourage, inspire and continually motivate your efforts. The best attitude is to look for every available opportunity to make the journey itself interesting and enjoyable.

Going through this process filters the overall goal into manageable pieces that are easy to accomplish. You can take this to any level of detail you feel comfortable with, however, be careful not to go to steps and pieces so small that you lose sight of your larger goal. Just as the overall goal can seem too big to accomplish until it is refined into manageable components, too many pieces can muddy the path and prevent successful progress.

Use the space provided in the task completion strategy area to begin identifying as many of the steps as you can toward achieving one of your goal tasks. If you need more space, use the back of the page, an additional page or the task completion strategy area from the goal task below the one you're working on if there is no goal task for that section. Simply place an "X" through the unused goal task box.

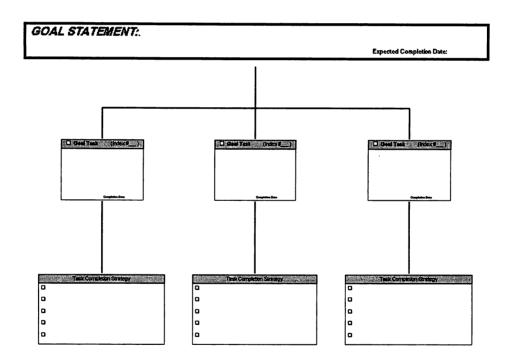
If a particular goal task has more than 10 task completion strategy steps, consider promoting your goal task to the status of a goal statement and begin the Goal Map Process with the new goal statement. In the example above, the goal task "Get a better paying job." is worthy of being a goal itself, especially if it requires switching careers or developing new ones.

Check boxes are available for each task completion strategy step if you wish to mark them as you complete each one.

Goal Map Structure

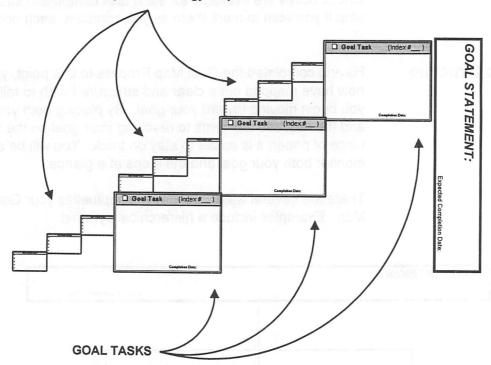
Having completed the Goal Map Process to this point, you now have mapped out a clear and structured path to follow as you begin moving toward your goal. By placing both your goal and the required elements to reaching your goal on the same piece of paper, it is easier to stay on track. You will be able to monitor both your goal and the steps at a glance.

There are several ways you may conceptualize your Goal Map. Examples include a hierarchical pyramid:

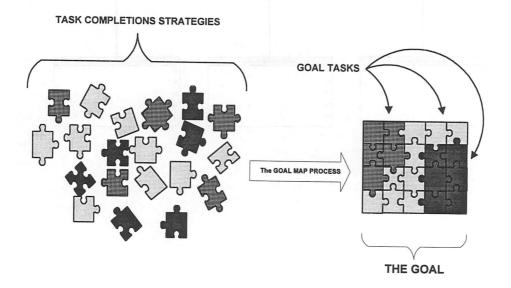


or steps:

Task Completion Strategy Steps



or pieces of a puzzle:



Where To Now?

Now that you've got a map to follow, it's much easier to begin your journey. Here is where you will address the issues of personal ecology and testability of success.

Feedback

How will you know you have reached your goal? Establish and use appropriate feedback that will let you know when you are getting closer to or have achieved your goal.



Your measure might be a larger paycheck, more free time, stronger muscles, greater physical flexibility, nicer furniture, smaller numbers registering on the bathroom scale, more laughter, smaller or less frequent bill notices, more friends, or any number of indicators that will tell, show and connect you to the understanding that your goal has been reached. How will you know you've arrived? What will you see, hear and feel at that moment?

Time Frames

It has been said that a goal is nothing more than a dream with a completion date. When will you most likely achieve your goal? By selecting an expected completion date you will be able to clarify your focus on what you want to accomplish and strengthen your resolve to complete each step. Having an expected completion date in mind will greatly assist you in managing your time and resources.



Set a realistic time frame. For example: "I will be driving my new sports car by this time next year." In the goal statement (Figure 1) and goal task (Figure 2) boxes, you will see a place for an "expected completion date." Select a comfortable time frame for achieving your overall goal and each goal task. Place that date in the expected completion date space with a pencil so that you have the option of changing this date as circumstances change.

Context

Where will you most likely achieve your goal? Describe your surroundings -- how they will look, sound, feel and smell. List the objects that are around you when you reach your destination.



What can you experience about your goal now. If it's a new car, take a test drive even though your purchase might be many months in the future. If it's a new job, visit your "new work place." Drive through the neighbor hood your future home belongs to, and look for the place in the bookstore where your best seller will be displayed when it's completed.

Who's Involved?

With whom will you achieve your goal? Is this a personal goal, a goal for you and a partner (romantic or business), or a family goal? When you achieve your goal, how will it effect other aspects of your life and the lives of other important people around you?



The healthiest goals are not about getting what you want at the expense of others. Crafting goals that are in cooperation with those around you so that everyone is better off are the most enduring goals. Remember King Midas who wanted everything he touched to turn to gold? The results were less than desirable in spite of his good intentions at the beginning.

Use a separate piece of paper or the back of your Goal Map page to note some of the aspects of your life, and the lives of those important to you, that will change when you achieve your goal. Questions to ask yourself include: "If I could have this goal today, would I accept it? When I achieve this goal, what will it do for me? What will it do for those I care for? What will I have to give up by realizing my goal?"

What's It Worth?

What intrinsic value will you derive from reaching your goal? Does it add to your well being and surroundings in ways that are positive? What is it worth it to you to have this goal?

Your unit of measure may be money, time, relationships, emotions, physical or mental energy, or any number of factors you might use while moving toward your goal.



Welcome the Invitation

When you're mostly satisfied with your Goal Map then you're ready to place your mark (in ink) on the signature line and begin your journey. Signing your Goal Map is for your benefit only, an affirmation of your commitment to begin the process of completing your goal. Since you and your Goal Map will most likely change as you move through the process and toward your goal, your signature does not bind you to reaching your goal as originally mapped. The signature date gives you a reference point from which you can gauge your progress in terms of time.



A long time ago, a traveler from a distant land arrived on the shore of a new country. The traveler asked the ship's captain "Where will I find the Promised Land?"

The captain scratched his head and replied "All I know is the sea. If you want to find the Promised Land, you'll have to ask someone else."

The traveler left the boat and headed into the port town. On the way, the traveler met a mule trader and asked "Where will I find the Promised Land?".

The mule trader glanced from side to side as he thought for a moment. "I da' know zackly, but yur best bet would be to head that-a-way.", he answered, shaking a bony arm in the direction of the setting sun.

So the traveler headed west; crossing rivers, mountains, vast plains and deserts. The traveler met trappers, traders, outlaws, settlers, soldiers, and Indians. Each one was asked "Where will I find the Promised Land?" Each one shrugged their shoulders and pointed west.

After many adventures and overcoming great challenges, the traveler arrived at the coast on the other side of the new country. Placing a hand in the salty water, the traveler looked skyward and cried out "But this is where I started! Where is the Promised Land?"

Even before the sound of the words vanished into the brilliant blue sky, the traveler became aware of a faint chuckle coming from a wizened old man sitting on a large piece of driftwood.

The traveler slowly approached the grinning old man. "So you're looking for the Promised Land, are you?", asked the bright eyed shape perched on the driftwood.

"Yes," replied the traveler. "Do you know where it is?"

The old man smiled and nodded. "Remember who you were when you began?", he asked.

The traveler thought for a moment and responded "Yes."

"And who are you now?", asked the old man.

The traveler thought for another moment and then began to smile. And as the smile blended into a chuckle and the chuckle blossomed into hearty laughter shared between the two of them, the traveler discovered the Promised Land.

It is time now to experience your goals and embark on the first of many successful adventures using your new skills in Goal Mapping.

O Whatever you can do, or dream you can... begin it. Boldness has genius, power and magic in it.

Goethe

Resources

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Example Goal Map 1

GOAL STATEMENT: I will own and drive a shinny red sports car that handles mountain roads.			
	Expected Completion Date: 12-31-95		
The company of the co	•		
☐ Goal Task (Index#)			
	Task Completion Strategy		
Research prices and options.	☐ Library Research for Consumer Reports		
	☐ Collect opinions and experiences from friends.		
	☐ Visit three local dealers to collect price info and bro-		
Completion Date: 3-31-95	chures.		
☐ Goal Task (Index #)			
	Task Completion Strategy		
Set up financing.	☐ Contact three banks for loan applications.		
	☐ Sell things I no longer need or use.		
	۵		
Completion Date: 6-30-95			
·			
☐ Goal Task (Index #)			
	Task Completion Strategy		
Get a better paying job.	☐ Revise resume.		
	Research job market and opportunities.		
	☐ Develop job search strategy.		
Completion Date: 9-1-95	☐ Join job search club or group.		
Your signature	☐ Complete Goal Map for finding a better paying job.		
Signature & Date			

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Example Goal Map 2	
GOAL STATEMENT: I will adjust m	y body weight to a healthy level of (XX) pounds.
	Expected Completion Date: Each Day
☐ Goal Task (Index#)	
	Task Completion Strategy
Modify Diet	☐ Consult with a physician
	☐ Increase amount of vegetables in my diet
-	☐ Eat more meals at home prepared by myself
Completion Date: One Month	٥
Goal Task (Index #)	
	Task Completion Strategy
Exercise	☐ Walk one mile three times a week.
	Swim once a week.
	☐ Stretch out each morning.
Completion Date: Each Day	٥
☐ Goal Task (Index #)	Trobones later On the
Create a circle of support for my	Task Completion Strategy Discourse museum and an arrangement
efforts.	☐ Evaluate my work environment.
	☐ Choose friends that fully support my efforts.
	☐ List healthy ways to reward my efforts.
Completion Date: Each Day	☐ Review my Goal Map at least once a week.

Signature & Date

YOUR SIGNATURE

Example Goal Map 3

GOAL STATEMENT: I will complete my workbook on time management.			
and the same of th	Expected Completion Date: 12-31-95		
☐ Goal Task (Index#)			
	Task Completion Strategy		
Research	☐ Library		
	☐ On-line databases		
	☐ Interview successful time managers.		
Completion Date: 6-30-95			
☐ Goal Task (Index #)			
Design and Production	Task Completion Strategy		
	☐ Design text and page layout.		
	☐ Select graphics.		
	☐ Select materials and printer/publisher		
Completion Date: 7-31-95	· _		
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Goal Task(Index#)	and the state of t		
and the second s	Task Completion Strategy		
Market	☐ Workshops		
	☐ Newspaper ads		
	☐ Press releases		
Completion Date: 12-31-95	□ Local book stores		
Your signature	<u> </u>		
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