

But there's a way to break this habit. Tell yourself, "I'm in condition *right now* to begin. I can't gain a thing by putting it off. I'll use the 'get ready' time and energy to get going instead."

"What we want more than anything else in our business," an executive in a machine tool company said in an address to a group of sales executives, "is more people who get sound ideas and then push them through. There's not one job in our production and marketing setup that can't be done better, a lot better. I don't want to infer that we're not doing a good job now. We are. But like all progressive companies, we need new products, new markets, new and more efficient ways of doing things. We depend on people with initiative. They're the ball carriers on our team."

Initiative is a special kind of action. It's doing something worthwhile without being told to do it. The person with initiative has a standing invitation to join the high income brackets in every business and profession.

The director of marketing research in a medium-sized drug manufacturing firm told me how he got to be a director of marketing research. It's a good lesson in the power of initiative.

"Five years ago I got an idea," he told me. "I was working then as a sort of missionary salesman, calling on wholesalers. I discovered that one thing we lacked was facts about the consumers we wanted to buy our drug line. I talked about the need for market research to everyone here. At first I got only deaf ears because management couldn't see the need for it.

"I was pretty much obsessed with the idea of marketing research in our company, so I sort of took the bull by the horns. I asked and got permission to prepare a monthly report on 'Facts of Drug Marketing.' I collected information from every source I