



Please Don't Just Do What I Tell You!
Do What Needs to Be Done

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- "I might make a mistake."
- "What needs to be done is not easy."
- "I'm afraid of being fired."

Frustration

- "I don't have the authority."
- "I don't have the support."
- "I don't have the skills."

Failure

- "I took initiative once and made a mistake."
- "Someone keeps blocking my efforts."
- "I constantly fail when I try to take initiative."

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Realize Your Potential

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About the Author

Bob Nelson, Ph.D., is president of Nelson Motivation Inc. in San Diego, California, and author of the bestselling books *1001 Ways to Reward Employees*, *1001 Ways to Energize Employees*, *1001 Ways to Take Initiative at Work*, and *Managing for Dummies*.

PLEASE DON'T JUST DO WHAT I TELL YOU!*

***DO WHAT NEEDS TO BE DONE**
Every Employee's Guide to Making Work More Rewarding

BOB NELSON, PH.D.

Vermilion
LONDON

Foreword

Bob Nelson and I have been colleagues and friends for more than fifteen years. This book, *Please Don't Just Do What I Tell You! Do What Needs to Be Done*, has a wonderful history. Bob and I talked for some time about possibly writing a book together around *Message to Garcia*, that classic fable about the importance of employees doing what they are told to do. Now, more than a decade later, Bob has appropriately repositioned that message to one that is more in tune with the times.

Why? The old deal is over at work. Loyalty used to get you job security. When I graduated from Cornell, a friend of mine got a job at AT&T. He called home and his mother cried. She said, "You are set for life." Today, regardless of where you work, nobody is set for life. With the amount of change facing every organization today, all bets are off for the future.

If the old deal is off, what is the new deal? In talking to people around the world, I have asked, "If you can't get job security at work, what do you want?" They tell me they want two things: honesty and opportunity. First, today's employees want the straight story—they don't want to be lied to. "Don't tell us you are not going to lay people off and then go ahead and do so six months later." Second, today's employees want opportunity: opportunity to learn, to build knowledge, and to develop their skills. People know that their best job security is to increase their marketability and the value they have to offer where they work.

Tom Peters is talking all the time now about "Brand You." Everyone soon will have their own portfolio describing the opportunities they have had and the skills

they bring to the party. The best way for people to learn today is to have opportunities to take initiative. People have to have a chance to make mistakes and to learn from those mistakes. And they have to have the strategies and techniques to make a difference at work. That's what this book is all about. Bob shows that we each can create our own opportunity, regardless of where we work or the job we do.

Bob's message is also timely in that the great organizations that are beating the competition today are those that are customer-focused. There's nothing that drives a customer crazy quicker than to have a front-line employee quack like a duck and say: "I'm sorry, it's our policy," or "I just work here," or "Do you want to talk to my supervisor?" Enlightened customers today want to deal with somebody who has the power to make decisions. That's what beats the competition, and that's what keeps your workforce motivated.

The best organizations are finding that the best service comes from employees who are given a chance to have an impact in their jobs. Again, Bob's book shows us that for every position, at any level, employees are closer than anyone else to the problems and opportunities of their own jobs, and thus better able to make a difference with their customers, colleagues, and even their managers.

Read *Please Don't Just Do What I Tell You! Do What Needs to Be Done* and tell everyone you know about it! It will really help you create opportunities for yourself and those with whom you work to make a difference. My guess is that your boss will like it too. Good on you all!

Ken Blanchard, Ph.D.
Co-author, *The One Minute Manager*