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Career Development:
Business Skills

Be a Shortcut

The Secret Fast Track to Business Success

THE SUMMARY IN BRIEF

Emotional intelligence expert Scott Halford makes it easy for all professionals to think, act and work in a way that makes them indispensable to their employers. During tough economic times, you must distinguish yourself or your product to secure your job or your organization's future; you must be remarkable. More than just another guide to career success, *Be a Shortcut* demonstrates how you can gain influence, earn respect from co-workers, accrue value, develop particular professional strengths and fulfill professional goals.

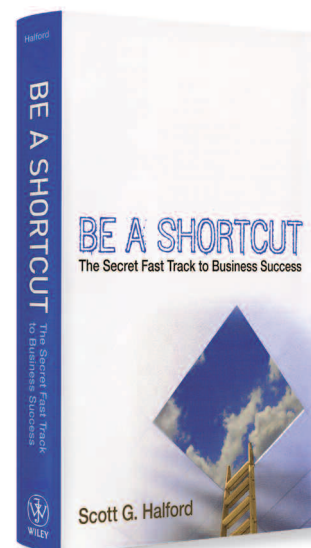
Shortcuts are individuals and companies that function like lifelines to the people and organizations that most depend on them. They are available when needed; they humbly perform tasks without complaint; they are masters of their own specific skill; and they always present a positive attitude. Halford demonstrates how shortcuts can command immeasurable influence by consistently and happily performing above and beyond the standards in their chosen fields or tasks.

You might be hanging out in the middle of the career pack or trying for a more senior job, but somehow the next rung remains elusive. You want to know what to do to get yourself the attention and influence that will allow you to take better control of your future. By utilizing Halford's case studies, personal anecdotes, exercises and lessons, you can excel in your field and be the go-to person for your colleagues.

On the road to professional success, there are no shortcuts to excellence. But when you become a shortcut in the workplace, you carve out the straightest path between you and your ultimate goal.

IN THIS SUMMARY, YOU WILL LEARN:

- How the winners in financial, personal and spiritual endeavors use shortcuts.
- The shortcut goal: Make it easier, make it better, make more money.
- The shortcut role: Delight the customers while getting them what they need.
- How to become a superstar shortcut with the 21-day training model.
- What areas your organization can focus on to create a Shortcut Culture.



by Scott G. Halford

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THE COMPLETE SUMMARY: BE A SHORTCUT

by Scott G. Halford

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Preface: What a Shortcut Looks Like

The Rescuer on the River of Life

Early one summer while white-water rafting down the Arkansas River in the Royal Gorge Canyon of Colorado, at the midpoint of the journey the guides had to decide whether to close the river because the rapids were swelling above the level that even advanced rafters could navigate. They chose not to close the river, instead selecting only two of eight boats to continue into the most difficult water.

One of the rafts flipped within three seconds of entering the Sunshine Falls, a narrow rapid that fell under the 5.5 classification — the most advanced class of rapid before the river is closed to rafting. Close to dry land and battling the white water, a rescuer yelled for the author to clutch the rope strung overhead. That rescuer was a lifeline, a buddy, a savior.

Here are some things that a shortcut — like the rescuer — embodies. Shortcuts:

- Are there when you need them.
- Humbly do their jobs so that others can “survive” and thrive in their jobs.
- Don’t complain about having to sometimes carry the weight of others.
- Are happy to make you successful.
- Don’t waste time trying to convince you how good they would be doing something else.
- Are experts in their own little corner of the world.
- Command respect, admiration, even affection from those who use them as a shortcut. ●

Part One: The Know-Why

The Shortcut Way

A *shortcut* (according to the trusty dictionary) is:

- A shorter way to get to the same place.
- Any way of saving time, effort, expense and so on.

Shortcuts take the time to be experts so that we don’t have to. As a result, we’re willing to pay for their artistry, their mastery and know-how. The relationship between the user of a shortcut and the shortcut is magical — and you can create that magic in your life by both being a shortcut and availing yourself of the shortcuts you select to go on your journey with you.

Back-Road Basics

As with most shortcuts, it doesn’t make any sense to take the long road unless the shortcut is unethical, is illegal or leads to shoddy work. Look around you and you will see that the winners in financial, personal and spiritual endeavors — to name a few — all use excellent shortcuts:

- We can now do more things more rapidly, but because more is now expected of us all the time, those technological wonders that make life easier actually make it more complex as well.
- We now need to use shortcuts because they are valuable to our well-being and success.
- Using products and services as shortcuts is not a cop-out.
- Great shortcuts don’t require you to give up quality, but they might require you to give up some money.
- The same value and payment equation applies to you when you become a shortcut.

If you’re not a shortcut, you’re taking up too much space. When layoffs loom, business leaders must figure



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out who goes and who stays. Managers will then look around and ask themselves some simple questions:

1. Who is “high maintenance”?
2. Who gets things done without having to be told, or at the very least, not told twice?
3. Who pre-empts my very thoughts and needs?
4. If I did away with a certain position, would it negatively affect the organization?
5. Do I have shortcuts in my organization who are so good that they can pick up the relatively minor shortcuts a person in question is providing?

Are You a Shortcut or a Bottleneck?

When the Denver International Airport (DIA) first opened in October 1995, it was the most modern airport in the world. Its avionics were hailed as state of the art; it was one of few airports in the world that could simultaneously land three jumbo jets side by side; its concourse boasted a layout excellent for travelers; and it was visually stunning, if not at least an architectural oddity. All this was lost on the flying public because of a major bottleneck that plagued the airport’s opening: the baggage system.

The lessons from this botched-up shortcut-turned-bottleneck are many:

- First, be careful if you brag about your shortcut abilities. Make sure it works before you trumpet the shortcut to others.
- Second, the DIA story is an excellent example of how easily you can tarnish the image you worked so hard to earn and, conversely, how difficult it is to restore a good reputation.
- Once you’ve promised or unleashed your service or product as a shortcut, people will hold you to the high standard you espouse and punish you if you don’t deliver.

Anatomy of a Bottleneck

Tom is a traffic engineer, which is basically an expert on flow. There was a particularly troublesome segment of I-25 in Denver that was being re-engineered because of its nightmarish traffic jams. The area is referred to as “the Narrows of I-25.”

Tom was asked why it slowed to a crawl every rush hour. He explained, “A few small things can slow down and impede traffic flow, even when there are no accidents on the highway. The Narrows were built with a reduced shoulder space of about a foot on each side of the highway, in order to fit between the neighborhoods through which it cuts. It also had several badly spaced exit and

Take the Shortcut Quiz

The Shortcut Quotient Inventory (SQI) will help you learn about being and becoming a shortcut. It is designed to provide you a place to start improving and to heighten your awareness about ways to change your behavior. It is only by being honest with yourself that you’ll get a true idea of your areas of strength, as well as those of growth opportunity. The 27 SQI questions are listed in the introduction of the book; the answers are in the appendix with explanations and a scoring evaluation. You can also take the quiz online at www.BeAShortcut.com.

entrance ramps, one after the next. The last thing is that the highway was not straight. It curved through the Narrows. All these things added up to one of the worst man-made traffic problems anywhere in the country.”

When a multibillion-dollar reconstruction of I-25 was carried out in the years between 2000 and 2007, the Narrows was one of the first items on the drawing board. The highway has become what it was intended to be in the first place: a rapid way to get from one point to another through the city. It’s now a marvel to travel.

Like the highway, human beings are seemingly wired to look for and respond well to shortcuts. It’s part of an evolutionary process to save us time so that we don’t have to think of every step and every detail in a more chaotic environment. One thing is certain, however: A good shortcut gives you the greatest gift of all — time.

There is an easy formula to think about to become a shortcut. It’s useful to think about it in terms of giving a persuasive presentation. No matter what field of work you toil in, chances are you have had to do some sort of presentation — some persuading, convincing or informing, in order to get your business done. Regardless of the situation, when it comes to making your proposal, your goal as a shortcut should be to answer “yes” to the following three questions:

1. Will what you’re proposing make your listener’s life or job *easier*?
2. Will what you’re proposing make your listener’s life or job *better*?
3. Will what you’re proposing make your listener *more money*?

Another piece of the formula is to think in terms of your services or product in regard to need and cost. The lower the cost and the higher the need to others, the more frequently a shortcut will be used. That demand

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leads to a good deal of influence in pricing and negotiations. Cost is measured in both time and money. If it costs me a lot of time to work with you because of your attitude or lack of skill, your value goes down, and so does your influence. ●

Part Two: The Know-What

How to Be a Shortcut

Six Sigma (the process perfection system), Total Quality Management (TQM) and many other efficiency processes are being employed by countless companies in order to find shortcuts. The black belts of Six Sigma are the icons of this process improvement movement; but wise people don't wait for one of these programs to be adopted by their companies to be or find the shortcuts. They keep the process going on a daily basis in their own jobs. They ask themselves how they can make every step of their job easier, faster and more efficient.

We need people who are willing to become the shortcut because of the information explosion. It's said that scientific and technological information is doubling every six to eight years. After that, much of the current affairs and technological information you learned becomes obsolete. Figure out a better way to pull data together more usefully; discover how to communicate it to a broad audience; and make it easily accessible. The result will be a profitable venture.

The other thing all this information leads to is overload and paralysis. We all need people who can become our shortcuts in different areas of our lives.

Here's a valuable exercise to examine the shortcuts you use:

1. Make your own personal and professional lists and insert the names of people who do these things for you.
2. If you do them for yourself, ask if it is time for you to find someone else to do them for you.
3. Start out small if your budget doesn't allow another big expenditure.

Shortcuts can be found in all walks of life and at every level of an organization. You don't have to have an important title or a glamorous job.

Consider *DoodyCalls*. It is a Virginia-based pet waste removal company started in 2000 by Jacob and Susan D'Aniello. It's now a franchisor bringing in a startup fee of around \$25,000 per franchise and growing at a rate that would make any small-business owner bay at the moon.

The more you are willing to become an expert at

something no one else wants to do — and do it with a great attitude — the more influential and valuable you become.

Shortcuts are confident about what they do. Think about what you know hands-down, which jobs you are confident you can do as well as or better than others. If someone is going to be selected to do the job; it might as well be you. So raise your hand and assert yourself. Remember, as a self-aware shortcut, you create your own future.

The Washed-Up Shortcut

We have all heard stories of people who came up with a brilliant, cost-saving product or marketing idea and made their companies a lot of dough. Subsequently, they ride on the reputation of that innovation for a long time, until wham! The top executive asks what this person has done for the company lately.

Even at the very top, you have to be a shortcut, for the street, to investors, to the board of directors, to everyone. People often look at CEOs and wonder why they are so driven. It is because they know the road to long-lasting success lies in being or finding the next shortcut. They live for it. They look for it. And when they find it, they are on to the next one, because this latest, greatest shortcut they just found is already yesterday's news.

Get Some Screen Time

In TV, screen time is the most important asset it owns. To get some screen time as a shortcut, let's go back to basics: it's a relatively simple acid-test that many individuals and organizations forget as they begin to add frills to their offerings. Shortcuts get back to basics by asking on a regular basis, "What are we really doing here? Does the extra frill add to my value or distract me from being a shortcut?" Ask the questions and the answers may surprise you. Ask yourself: Is your frill ending up "on the screen" of your customers or your boss? Put your money where the shortcuts can be seen and felt by your customer "on the screen."

So, shortcuts ask a lot of questions, and they have a particular approach to rules as well. First, take time to think about the rules of your organization. Here are three rules for this shortcut about policies:

1. Shortcuts don't get bogged down in rules and procedures that impede forward progress.
2. Shortcuts understand the spirit and intent of a policy and its rules.
3. Shortcuts understand that their role is not to teach customers how to behave properly according to the

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rules, but to delight the customers while getting them what they need.

Find the Flow

An influential psychological researcher in the area of human performance is Mihaly (pronounced ME-high) Csikszentmihalyi (pronounced CHEEK-set-me-HIGH), who introduced a revolutionary concept while at the University of Chicago. His theory on flow — the study of optimal performance — is key to understanding how to become a master shortcut.

Csikszentmihalyi studied people in demanding pastimes that provided no direct obvious reward. He initially chose those who spent a good deal of time in physically and mentally challenging activities, such as amateur athletes and artists, rock climbers, composers and chess players. These things were universal in his subjects' experiences:

- They described a sense of timelessness — a feeling that time had become distorted and had caused them to lose track of it altogether.
- The skill felt simple.
- Self-consciousness faded away and the individual concentrated only on the moment at hand.
- There was a general sense of euphoria and joy in the person completing the task.

Csikszentmihalyi labeled this experience “flow” and wrote a book about it, appropriately titled *Flow: The Psychology of Optimal Experience*.

Typically, the more mastery you achieve, the rarer you and your talents become; and with that, the more valuable you become. Do not ignore your strengths. It's where you'll find mastery. If you find yourself in the situation where you're overworked, and it is indeed true that you are *the* resource, it's time to negotiate.

Mastery has its privileges, but sometimes you have to ask for them. Expertise accounts for only a portion of what makes a shortcut a shortcut. If you're lacking in know-how, your negotiations might not go as well as you would like.

Incite Your Insights

The insightful person is a much-praised and coveted shortcut because he or she offers that quick assessment, uncanny observation or revolutionary thought that brings corporations billions of dollars in revenue or cost containment.

The competitive edge you have is neither the result of the data you have nor your experience alone, but both combined and seasoned with reflection. They give you something no other living person on the planet has: your

distinctive insight. Trust yourself. Practice insight. Practice verbalizing it to others. Practice allowing others to improve upon it. Practice pushing the elevator to the top floor. That's where your seat is awaiting you, at the table with those who are providing priceless insight.

By properly using your insights, you can stand out with just a little bit of creativity. Shortcuts are so good at what they do that they have the time to be more creative and add spice to their skill, whatever it is. And they look forward to it. They know they don't necessarily have to have the next big idea; but thanks to their mastery, they can visualize and utilize the little things that make a big difference in even the simplest thing.

Use the White Space

Shortcuts are also good at seeing what might be missing, and then filling it in. They notice something in the white space around the image, not just the image itself. In other words, they look beyond the obvious to find answers. Shortcuts ask enough questions to help them see the white space, and they are rewarded for it accordingly. When they deliver, they give not only what is requested but anything else that might be needed as well. When you're an expert, you're more able to see the white space because you have broader experiences.

Framing, or reframing, is one of the single most important things we can do to be a shortcut in expressing important thoughts. Not only is it essential to communicating our ideas, it's a shortcut's greatest tool for getting to the heart of a matter quickly and effectively. It demonstrates the shortcut principle of “I'm good enough at what I do that I can frame my work in myriad different ways so that people can understand it, no matter what their experience with my area.”

In addition to framing, influence plays a key role. Influence is not about getting something you want in any particular instance, simply because you were able to, for example, use the right combination of words at the right time. Instead, influence can be defined with one five-letter word: “trust.” The most successful shortcuts are influential. ●

Part Three: The Know-How

The Quickest Personal Shortcut

There are few things that will help you in your life and your job as much as likeability.

What constitutes likeability? Probably it's different for each of us, but most people, including social scientists, would agree on a number of common attributes:

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- Physical attractiveness.
- Similarity.
- Recognition and complimenting.
- Cooperation.

You become likeable when people like being around you; and they like being around you because they feel good about themselves when they are with you.

Image: Your Status Is Not Quo

Your status changes when your audience changes. The more mastery you achieve in a particular area, the less significant the change in perception will be about you from situation to situation; but there will still be a shift.

None of us is exempt from what is called “status shift.” It happens to the president of the United States when he goes from a press conference in the Rose Garden to a meeting with heads of state or to ask Congress to approve his budget. It happens to the carwash guy, who behaves differently in front of his customers than when he’s addressing his crew.

The point is that the image we have of ourselves is, in part, shaped by our audience; and shortcuts are expert when it comes to this status shift, and when it comes to reading their audience.

Once you’ve gotten your network together and have the image you want within it, it’s important to nurture your network. LinkedIn.com is like Facebook.com or MySpace.com, but for professionals who want to nurture their shortcuts. You go online, sign up and begin linking to college friends you haven’t spoken to in a long time. You link to former co-workers, no matter how long ago you lost track of them and no matter where they are.

When you’re in a pinch and need something right away, if you have a nice list of shortcuts that you have been nurturing, you’ll be able to rely on them to get you what you need.

Successful shortcuts want to increase their value by becoming the resource that people think of every time. It does matter how people feel about you. Think of two questions: How do you leave people feeling after you’ve “served” them and do they feel as if it was your honor to be able to serve them?

Emotional Intelligence: The Must-Have Trait

Dr. Reuven Bar-On is one of the world’s seminal researchers on emotional intelligence. His layperson definition of emotional intelligence is that it is the measurement of street smarts, of experiential wisdom.

Shortcuts pay attention to the subtleties of emotion to make experiences successful. They’re not just enamored

with their own knowledge; they recognize intuitively emotional factors as well — that everyone wants to be around people who make us feel good, smart, validated — and like we’re not going crazy for having asked a question.

Shortcuts have a good attitude. They make it easy to be around them. They make others *want* to be around them. They don’t require the extra time to deal with them that bottlenecks do. Having and keeping a good attitude is a lot more difficult than you might think, however. But when people are relying on you every day, unless something is catastrophic, they’re too busy with their own “stuff” to have to deal with yours too.

Focus: Finding What Motivates You

Frederick Herzberg and David McClelland were research psychologists whose theories and studies have been incorporated into nearly all of the most successful leadership and personal growth approaches over the last 50 years.

The shortcut is a “motivation seeker.” Herzberg says workers who fall into this category are driven primarily by internal motivators, such as:

1. Achievements/accomplishments at work.
2. Earned recognition (the feeling of pride is internal).
3. The work itself.
4. Personal growth.
5. Advancement in the organization (paired with achievement).
6. Responsibility.

These motivational factors should lead you to ask yourself if what you do currently is little more than a way for you to earn a paycheck. If it offers little or no long-lasting fulfillment, then you have an opportunity to start taking inventory of your life, to discover whether you can find work that will also bring meaning to your life.

Why ‘Yes’ Is Usually the Right Answer

There are many ways to say yes in your own work.

- The shortcut isn’t always responsible for making the decision, but he or she is always there to serve as a resource to help the person making the decision.
- The best shortcuts have a yes-attitude and proceed to pull together enough resources and information to help someone else arrive at a decision.
- Shortcuts do not only look for information to corroborate their idea.
- Shortcuts do not scold requestors into agreement, if they happen to disagree with the request.

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Choices: The Rewards of Offering Them

Shortcuts practice behaviors that put control where most people want it: in their own hands. Shortcuts use their considerable expertise and resources to advise rather than make decisions for others, demand or pass judgment.

Most of us want to have choices, and most of us also seek advice and maybe a little hand-holding from a shortcut to help us decide; but, ultimately, *we* want to be the ones who choose. The degree to which you, as a shortcut, can present well-informed choices is the amount by which your stock as a shortcut goes up.

Create Stickiness

David Smith, an American sculptor, once noted, “Anytime you can expand your network and users in this market, it’s significant. The goal is to make it ‘sticky,’ make users come back to it.”

Successful shortcuts *are* sticky. They make their companies piles of money and keep the customers coming back. They create stickiness by doing many small things very well. They also find ways to make every part of every transaction seamless and easy for their clients. They pay attention and think a step ahead; the result is a fully satisfied, greatly impressed and permanently sticky customer.

Responsibility: If You Take It, You’ll Make It

Responsibility is an issue that has plagued both business and society for generations. The German playwright, poet and novelist Johann Wolfgang von Goethe wrote, “Let everyone sweep in front of their own door. Then the whole world will be clean.” Unfortunately, not everyone is willing to sweep around their own door. Shortcuts can, and should, be the first to pick up their brooms and show others the way.

Surprisingly, many employees of large corporations — from the top down — refuse to take responsibility for the mood and morale of their workplaces; for the way things are going for their companies in general; even for their own careers.

In the author’s conversations with these employees, they say, it was always somebody else’s fault — management made a stupid decision; *they* did the wrong thing; *they* didn’t treat people fairly; *they* didn’t care about anyone. The implication being: The woes of the organization are always the fault of others, and if others are at fault, why should the employee do the right thing, treat people fairly or care about others?

Shortcuts take responsibility for all their efforts, even the crummy ones. They are prepared to learn from their first drafts and not cast blame on the “theys” of the world.

Train Your Brain for 21 Days

The first step toward achieving excellence in any field is having the desire or motivation. Select a focused goal that you can practice or address every single day for 21 days. The more often you repeat the behavior, the more your brain will reward you by thickening the neural pathway that leads to your performance of the behavior more easily and comfortably. The basic model is:

- See, hear about, witness and/or visualize the accomplishment of a skill.
- Try (practice) the skill.
- Think about how the skill worked for you.
- Adjust to improve the skill.
- Reward your improvement and repeat.
- Do it every day for 21 days.

Feelings: The Halo Effect

All feelings — good or bad — produce a “halo effect.” It has long been known that humans are conditioned to assign positive thoughts and feelings to products associated with people we like or admire, who endorse the products.

As a shortcut, the halo effect likewise applies to you and/or your product; that is, the feeling part comes into play. People have a tendency to forget what you say, and they might even forget what you did for them. But they will always remember how they felt when you or your product or service reappears on their radar screen.

Shortcuts are a true win/win. Everyone likes to be a winner, and when the shortcut makes you feel like you win — even when they take your money — that sensation continues long after the shortcut service is complete. We return over and over again to our shortcut, even if the rest of what they do is not really out of the ordinary. Now who’s the big winner? The shortcut, once again.

Context: Make Things Right

Skilled professionals manage the context of each interaction to increase its appeal; and their sales quotas and general success prove the wisdom of doing so. You must:

1. Determine what the mood is. This requires empathy and an ability to see things through the eyes of anyone else involved.
2. If the mood is negative, ask questions and listen carefully to what you’re being told. Take care not to interrogate a person in a negative state. He or she will close down even further. Focus your questioning

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- on finding out whether you should even be there.
3. Ask, sincerely, if it would be better to reschedule the appointment. If now is the only time the client can and wants to talk, tread lightly, be brief and speak in high-level bullet points. Remember, the client will be doing little actual listening if he or she is in a bad space.
 4. Look for any sign of light in the dark mood and build on it. If a client says he or she likes something, for example, take time to give more information about it. This is your opportunity to get a little chattier and to bring the context into a more positive place.
 5. Once you've maneuvered the context into a more positive position, you can negotiate and sell — but not a moment before. ●

Part Four: The Shortcut as a Company

The Shortcut Organization

Creating an organizational Shortcut Culture is, to be sure, a major undertaking. But it can be done. The organizations that have already accomplished this shift are notable, and their customers are generous with both praise and loyalty — which translates into revenue. Those that have not, have a tendency to overlook many of the small things that result in a first-rate customer service reputation.

There are four distinct areas your organization can focus on to create a Shortcut Culture:

- Executive buy-in (from the “C-level” execs) of the need for the Shortcut Culture.
- Education of the top 10 percent of senior leaders in the organization and their subsequent practice of what they've learned.
- Education of all employees at all organizational levels.
- The hiring process.

Shortcuts Transform

With regard to creating shortcuts, all the same rules apply to corporations that pertain to individuals. If your company is not providing a shortcut to someone or something, it won't be viable for long.

Shortcuts are creative. Looking for more revenue streams in your company? What are your customers doing to adapt and customize your products to their specific needs? Do it for them, only better. Shortcuts are excellent at spotting the trends because they are experts in their area. They are trendsetters, not trend-getters.

It's useful to complete this exercise to see what you offer as a shortcut.

1. Ask your friends and colleagues about your service or product. Do they need it and, if so, how much would they be willing to pay for it?
2. If someone were thumbing through a shortcut catalog and came across you and what you have to offer, would they say, “You've got to be kidding me! Is this a joke?” or, “Cool! I need one of those”? ●

Part Five: The Long and Shortcut of It

The Lessons Have Always Been There

Being a shortcut is about the positive or negative energy you choose to bring to every situation. Those with emotional intelligence *choose* the positive. Emotionally intelligent living requires a mindful effort; and it's the more difficult part of being a shortcut. If you don't want to read all the studies of emotional intelligence, simply ask yourself this shortcut question: Do people feel good or bad when they are with you? Whichever reaction you evoke in others is due to the energy — good and bad — that you emit. Shortcuts are aware of their energy.

The shortcut proposition is simple:

- Get shortcuts. It's the single easiest thing you can do to make your life more enjoyable and your success more attainable. Find experts and use them.
- As a shortcut yourself, you write your own ticket when you focus on mastering a service or product and then offering it with positive energy and a good dose of emotional intelligence.
- Enjoy the process.
- Life is sweet because of the journey we choose to take, not because we get to the end of it. ●

RECOMMENDED READING LIST

If you liked *Be A Shortcut*, you'll also like:

1. ***Influencer* by Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler.** From the authors of *Crucial Confrontations* comes a thought-provoking look at how individuals — no matter who they are — can become the type of influencers who are bringing about change in the world today.
2. ***The Speed of Trust* by Stephen M.R. Covey.** While corporate scandals, financial meltdown and broken relationships have created low trust, the ability to establish, grow, extend and restore trust is essential. Stephen M.R. Covey gives insight into this critical skill.
3. ***You've Got to Be Believed to Be Heard* by Bert Decker with Jim Denney.** A master communicator shows you how to appeal to a listener's emotions to gain immediate acceptance for your message, product or idea.