

Autumn 1996
Volume 7
Number 3
£5.00

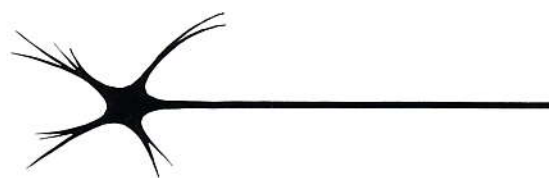
**Dominic O'Brien:
The Mnemonic Man**

USE YOUR HEAD

SYNAPSIA

THE INTERNATIONAL

BRAIN CLUB JOURNAL



TOTAL RECALL

MEMORIAD '96

INTERVIEW WITH A MEMORISER

BELT YOUR MEMORY

THOU SHALT REMEMBER!

USE YOUR HEAD EDITORIAL

Passing the Baton

I have been editing and producing *Synapsia* for the last three and a half years, during which time I have been responsible for 14 issues. This has proved to be an enjoyable and interesting job and I am now passing on responsibility for editing *Synapsia* to Lady Mary Tovey.

I would like to thank everyone who has assisted with the production of *Synapsia* while I have been in charge and I hope the issues have been well received.

Byron Jacobs

On behalf of *Synapsia* readers worldwide, I would like to thank Byron Jacobs for the enormous contribution that he has made to the magazine over the last three and a half years. So it is with great pleasure that I will be joining the team as editor from now on. To start the new term, as it were, I thought it might be a good idea to bring you all up-to-date on the Buzan organisation and its structure, which I set out below:

1. Brain Foundation

Tony Buzan's Holding Company

Vision: Global Mental Literacy.

Focus: Overseeing and expanding all of Tony Buzan's companies, projects, publications and presentations.

2. International Brain Centre (IBC)

The *marketing* and *product* branch of the enterprise

Vision: To be the world's One-Stop-Brain-Shop.

Focus: To provide top quality books, videos, audios, electronic and all other products on the brain and how to develop, manifest and use its potential.

3. The Buzan Centres

The *training* and *licensing* branch of the enterprise.

Vision: To teach the world Mental Literacy.

Focus: Training in Buzan technology:

- Companies
- Individuals licensed to teach Buzan Mental Literacy
- The Academy and its various courses,

including the three-year course for a

Masters in Business Intelligence

All education systems (including teachers, students, and parents)

The general public

4. Brain Clubs Worldwide

The *membership* branch of the enterprise.

Vision: To have a membership equal to the population of the planet.

Focus: To build a world-wide BRAIN CLUB for anyone with a brain who wants to learn how to use it. The Club will enable members to meet people with similar interests via:

- Electronic media
- The Brain Clubs International Journal - *Synapsia*
- Monthly Brain Builder, development and networking meetings
- Annual Brain Club conferences

5. The Brain Trust Charity no. 1001012

The *charitable* branch of the enterprise

Vision: To become the largest global charity working in the service of the brain.

Focus: To raise and distribute funds for the research and dissemination of information on intelligence, its nurturing and development.

Lady Mary Tovey

THE BRAIN CLUB CHARTER

The Brain Club was incorporated on 15 May 1989. Its official charter states the Club's formal purposes:

- A. To promote research into the study of thought processes, and into the investigation of the mechanics of thinking as manifested in learning, understanding, communication, problem-solving, creativity and decision-making.
- B. To disseminate the results of such research and study.
- C. To promote generally education and training in cognitive processes and techniques.
- D. To develop and exploit new techniques in cognitive processes.

**The editor welcomes contributions to Use Your Head. Please contact: Lady Mary Tovey, Cresswell Associates Ltd., 125 Gloucester Road, London SW7 4TE.
Tel: 0171 373 4457
Fax: 0171 373 8673
E-mail: unice-cresswell@MCR1.Poptel.org.uk**

**USE YOUR HEAD Vol 7
No 3 Autumn 1996**

Editor-in-Chief

Tony Buzan

Executive Editor

Lady Mary Tovey

Editorial Board

Vanda North

Ray Keene OBE

Sir Brian Tovey KCMG

Lady Mary Tovey

Cartoonist

Pécub

Published by

The Brain Foundation

The Harleyford Manor Estate

Marlow

Buckinghamshire SL7 2DX

Tel: (01628) 482765 (inside UK)

+44 (1628) 482765 (outside UK)

The editor reserves the right to shorten, amend or change any contribution accepted for publication. Please submit contributions on disk (ASCII or Word 6.0 are the preferred formats) if possible. If you would like articles returned, please include an appropriate SAE.

The term and concept Mind Map referred to in this publication is a trademark.

Pécub, the world's fastest brain cartoonist, is happy to provide cartoons based on your ideas and requests. All cartoons are by Pécub.

Design, artwork and typesetting by Byron Jacobs and Andrew Kinsman.

Printed by Berforts
8 London Road
St Leonards-on-Sea
East Sussex TN37 6AE

Photo credits: Teresa Khoo - Mark Huba

CONTENTS

FEATURES

6

MEMORIAD '96

The Memoriad has now been going for five years. Ray Keene reports on this year's event and previews the eagerly awaited Mind Sports Olympiad.

10

INTERVIEW WITH A MEMORISER

Lady Mary Tovey talks to Dominic O'Brien about music, art, using your head and winning memory championships.

12

BRAIN CLUB CONFERENCE '96

Rikki Hunt, Dominic O'Brien, Vanda North and Tony Buzan were some of the speakers this year. Michael Tipper offers a member's view.

24

BUSINESS BRAIN

Tony Dottino and Michael Doré suggest letting your brain take the lead when continually improving or reengineering.

REGULARS

3 Editorial

5 Synaptic Flashes

18 Belt Your Memory

20 The World's Largest Chess Tournament

22 Animal Intelligence

23 Intelligence About Intelligence

28 Thou Shalt Remember!

30 Poetry Corner

31 Use Your Head Club News

SYNAPTIC FLASHES

Latest Brain News

The Age Heresy

Western society's preconception with ageing - namely that mental capacity/ability decreases irrevocably throughout the ageing process - has been sensationally challenged in a new book just published by Ebury Press. *The Age Heresy* by Tony Buzan and Raymond Keene (ISBN 0 09 185150 5) offers practical advice for using your brain to its full, illustrating that, contrary to popular belief, its potential for development is limitless. They argue that since many of the stunning landmarks of human creativity were devised by geniuses over the age of 50, such as Goethe's *Faust Part II*, Beethoven's *Ninth Symphony* and Leonardo da Vinci's *Mona Lisa*, the received wisdom of the brain declining with age, is entirely incorrect. *The Age Heresy* (£12.99) is available from all good bookshops, or can be ordered on 01202 674676.

The Mistress of Time

On the subject of age, the world's oldest woman Jeanne Calment, known in France as the Mistress of Time, recently celebrated her 121st birthday in Arles, near Marseille. She is still very active and has just released a CD on which she reads from *La Fontaine* with funk music in the background. While it is unlikely that this work will match either the popularity or the longevity of Beethoven final opus, it is a novel way of raising funds for a minibus. 'I enjoy everything,' she says. 'Keep on asking me questions. I love that - it makes my memory work hard.'

The Longest Game

Archaeologists in Chichester have recently unearthed a virtually entirely Roman board game - even the first moves have been made. According to Philip Crummy, director of the Colchester Archaeological Trust, the game, known as *soldiers*, was discovered in a burial chamber dating back to AD 50. It had been placed there as an 'entertainment item for the afterlife'. The game is believed to be a version of *Latrunculi*, an early form of chess, and is based on 12 white and 12 blue glass pieces, two of which had been

moved in the board that was found. 'Perhaps the reason that one move has been taken is that the deceased person will play the next move in the afterlife,' Crummy suggested.

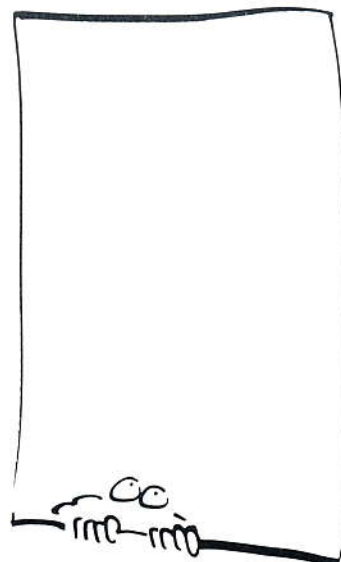
Who's a Clever Boy Then?

A pet thief was recently convicted at Harrow Crown Court on the evidence of ... the parrot he stole. When the real owner appeared at Wembley police station to identify the parrot, the bird said 'Hello Primrose', thereby identifying itself as Primrose and not, as the thief had claimed, Bill. Primrose, a lesser sulphur-crested cockatoo worth £1,000, was a favourite with children and had been taught to say its name and phrases such as 'Hello darling' and 'Sasha', its owner's name. It was found one month after vanishing from a pet shop in Ealing and has now been reunited with its real owner.

Risking Triskaidekaphobia

Are you triskaidekaphobic - afraid of the number 13? Apparently 1 in 10 people in Britain are, a phobia they share with Napoleon, Herbert Hoover, Mark Twain, Richard Wagner and Franklin Roosevelt, among others. Indeed Roosevelt appears to have had a particularly severe case. He would never allow 13 around a dinner table and avoided going out on the 13th of each month. An exception is World Chess Champion, Garry Kasparov - 13 is his favourite number!

By a bizarre quirk of numerology, it has actually been proven that the 13th of each month is more likely to fall on a Friday than on any other day. But what is so special about the number 13, that it strikes terror into the heart of a tenth of the population? According to Dr Thomas Fernsler of Mansfield University, the origins of this phobia may lie in the arithmetic 'awkwardness' of the number 13, lying just above the complete number 12, which appears in months of the year, signs of the zodiac, gods of Olympus, tribes of Israel, apostles of Jesus and days of Christmas. Fernsler suggests that it has probably had evil overtones ever since 13 people attended the Last Supper.



MEMORIAD '96

DOMINIC DOMINANT

In 1991, Tony Buzan and Raymond Keene launched a new competitive Mind Sport comprising memory testing and performance. Since that inaugural event, top memorisers from around the world have come to London to compete in the annual Memoriad. Ray Keene reports on this year's event and previews the eagerly awaited Mind Sports Olympiad.

The success over the past five years of the Memoriad, in terms of founding a new Mind Sport, has been clear. The two champions, Dominic O'Brien and Jonathan Hancock, have become brain stars, sought after by publishers, print media and television. Within weeks of winning the first World Memory Championship in 1991, Dominic was engaged by *The Sun* newspaper to front adverts for that publication on UK television. Since then, he has been profiled by *The Times*, appeared on his own television shows and written several books on memory. Jonathan Hancock has also published several books on memory improvement.

In this year's championship Dominic was even more impressive than usual. Next year's event, in which we trust that ex-World Champion Hancock will also return to the fray, will be held at Simpson's-in-the-Strand in the traditional period, the first week of August. Additionally, the Memoriad in 1997 will act as the curtain-raiser to the first Mind Sports Olympiad, a gigantic competition which will be organised by myself and Tony Buzan and will include over 30 different Mind Sports. The competitions will vary from chess, Shogi, Go and Xiang Qi, via backgammon, war and fantasy games and IQ competitions to bridge, crosswords,

The Memoriad competitors (left to right): David Thomas, Andy Bell, Sue Whiting, Tom Groves, Dominic O'Brien, Creighton Carvello and Klaus Kolb



scrabble and many types of card game. The venue will be one of the world's premier artistic and cultural sites, the Royal Festival Hall on London's South Bank. Dates will be August 18-24.

Apart from awarding cash prizes and medals in every category, the Mind Sports Olympiad will also offer ratings and titles in all Mind Sports which currently do not have them. The entry fee for each competition will be £25, made payable to Mind Sports Olympiad. If you wish to reserve your place now, name your competition and send a cheque to Mind Sports Olympiad, Harleyford Manor Estate, Harleyford Manor, Marlow, Bucks SL7 2DX. Please ensure you enclose an SAE so that we can send you your confirmation slip. If you have a particular Mind Sport in mind, but are not sure that it is included, write to us and we will let you know. A particular attraction will be the decamentathlon which will include ten of the most popular and testing Mind Sports.



Silver and bronze medallists from the Memoriad: Andy Bell (silver) seated left, and Tom Groves (bronze) above.



This year's event was sponsored by Simpson's-in-the-Strand, the International Brain Centre and Lufthansa. Prizes included: a weekend for two at a Savoy Group Hotel, a methuselah of champagne offered by Simpson's-in-the-Strand and trophies and medals awarded by the International Brain Centre.

Memoriad 1996 Medals

Event Number	Event	Score
1	One Hour Numbers	
	Gold Dominic O'Brien	1392
	Silver Andy Bell	820
	Bronze David Thomas	756
2	Names and Faces	
	Gold Andy Bell	118.5
	Silver Dominic O'Brien	106.5
	Bronze Creighton Carvello	73.5
3	Random Words	
	Gold Andy Bell	133
	Silver Dominic O'Brien	118
	Bronze Tom Groves	102
4	Spoken Numbers	
	Gold Dominic O'Brien	160
	Silver Andy Bell	125
	Bronze Tom Groves	52
5	One Hour Cards	
	Gold Dominic O'Brien	710
	Silver Andy Bell	442
	Bronze David Thomas	338
6	Speed Numbers	
	Gold Dominic O'Brien	200
	Silver David Thomas	140
	Bronze Tom Groves	80
7	Images on Screen	
	Gold Dominic O'Brien	48
	Jt-Silver Andy Bell	45
	Jt-Silver Tom Groves	45
8	Binary Numbers	
	Gold Dominic O'Brien	1926
	Silver Andy Bell	1020
	Bronze David Thomas	921
9	Poem	
	Gold Tom Groves	136
	Silver Dominic O'Brien	131
	Bronze Sue Whiting	97
10	Simpson's Challenge	
	Gold Dominic O'Brien	48
	Silver Sue Whiting	39
	Bronze Tom Groves	36
11	Speed Cards	
	Gold Andy Bell	41.37
	Silver Dominic O'Brien	47.94
	Bronze David Thomas	186.15

Note: In the speed cards event, all three of these contestants successfully recalled all 52 cards correctly, as did Tom Groves.

Memoriad 1996 Rankings and Records

	One hour Numbers	Names & Faces	Random Words	Spoken Numbers	1 hour Cards	Speed Numbers
Dominic O'Brien	110.00	89.87	88.72	100.00	110.00	110.00
Andy Bell	58.91	100.00	100.00	78.12	62.25	12.00
Tom Groves	31.90	64.14	76.69	32.50	29.30	40.00
David Thomas	54.31	45.99	71.43	31.25	47.61	70.00
Sue Whiting	27.30	47.68	39.10	23.74	23.66	28.00
Creighton Carvello	28.74	62.03	19.55	9.38	43.94	0.00
Klaus Kolb	15.80	27.43	18.80	9.38	14.79	0.00

	Images on Screen	Binary Numbers	Poem	Simpson's Challenge	Speed Cards	Memoriad Totals
Dominic O'Brien	110.00	110.00	96.32	35.29	86.30	1046.51
Andy Bell	103.75	52.96	23.53	16.18	110.00	717.70
Tom Groves	103.75	35.83	100.00	26.47	19.17	559.73
David Thomas	56.25	47.82	40.44	18.38	22.22	505.70
Sue Whiting	97.50	38.94	71.32	28.68	1.86	427.79
Creighton Carvello	37.50	18.69	42.65	14.71	3.18	280.36
Klaus Kolb	91.25	27.10	34.56	7.35	1.06	247.52

Overall Rankings

1	Dominic O'Brien	1046.51
2	Andy Bell	717.70
3	Tom Groves	559.73
4	David Thomas	505.70
5	Sue Whiting	427.79
6	Creighton Carvello	280.36
7	Klaus Kolb	247.52

New World Records

One Hour Numbers	Dominic O'Brien	1392
One Hour Cards	Dominic O'Brien	710
Speed Numbers	Dominic O'Brien	200
Images on Screen	Dominic O'Brien	48
Speed Cards	Andy Bell	41.37

Roll of Honour

1991 winner	Dominic O'Brien
1993 winner	Dominic O'Brien
1994 winner	Jonathan Hancock
1995 winner	Dominic O'Brien
1996 winner	Dominic O'Brien

INTERVIEW WITH A MEMORISER

Lady Mary Tovey interviews Dominic O'Brien

'Memory development has taught me a vital lesson: that we are not necessarily born with a whole range of mental advantages, and yet we are all capable of achieving great things.'

LMT You were last interviewed for the Spring 1993 edition of *Synapsia* and at that time you were just preparing for the second World Memory Championship. Since then, apart from losing the title to Jonathan Hancock in 1994, you have won it every time. This year you once again displayed your phenomenal abilities and I am sure that there are many questions that *Synapsia* readers would love to ask you. Perhaps I can pose a few.

There are those who say that your memorising of vast numbers of packs of cards is a stunt! How do you react to this sort of statement, and what do you feel is the real practical intellectual value of card memorisation?

DO Yes, this is a fundamental question. Originally, all I wanted to do was to get into the *Guinness Book of Records*, by doing just one thing, memorising a pack of cards. I found a way of doing this, and I thought it was a trick, translating cards into images, an elaborate card trick, which I was able to do; I didn't realise the wider implications of it - that by means of this technique I could do all sorts of things, particularly in relation to academic work. Hence my book *How to Pass Exams*. In other words, this so-called trick, this so-called stunt, strips the whole business of memory down to its basic building blocks, so that you understand not only how your memory works but how your brain operates. This in turn does wonders for your self-confidence, because it teaches you that you can do virtually anything that you really want to do. So memorising packs of cards is much, much more than a stunt: it is a demonstration of what the brain can do - by developing the talent that all of us are born with, by instilling the two fundamentals of memory, imagination and association.

When you made your speech at the closing ceremony of the Championships in August you quoted Andy Bell's comment that what you and your fellow competitors do is 'a beautiful thing' - could you enlarge?

I love it when people talk from the heart, and Andy said it so well. I think what we do, just memorising a pack of cards, is a perfect model of a mental challenge, it is something that the brain loves to do, like playing such games as chess, bridge and go, using symbols, imagination, creativity, and concentration. Also we can monitor our progress, which is great: the whole process strengthens imagination, deepens concentration, develops powers of visualisation and we can feel ourselves getting better, and cracking it at the end of the day makes one feel good. It is beautiful: I call it a 'cortical tuning fork'.

In this year's World Memory Championship I memorised 1932 numbers - each year I am getting better and getting older! I am amazed myself when I see 1932 digits, I think - that is not what your brain is supposed to do! What I love about it all is the challenge. I can be sitting in bed and be thinking of how I can snatch a few extra seconds on a deck of cards. Andy Bell, Jonathan Hancock - we are all doing the same thing. Then every three months I think, 'God, that's the way to do it.' That's what I call the *eureka* factor. Running a marathon, breaking the four-minute mile, there is a point at which you can't get any faster, but with this game, there is always going to be a way of getting faster, using better technique, better strategy. That is what is so exciting. It's the ultimate challenge.

You're developing your art and music - how has the use of memory systems assisted this process? And can you remind us as to what your goals are in these fields?

Memory development has taught me a vital lesson: that we are not necessarily born with a whole range of mental advantages, and yet we are all capable of achieving great things. There used to be a time when I didn't believe this. I thought that some people were born to be artists, some were born to play music, other people were born to get straight A's in their GCSEs. But in reality, even if some of us have to take the scenic route, we can all get there eventually. So that is why

I am turning my attention to things like art and music.

I mentioned Veneer in my closing speech at the Championships, and he is an example of someone who wasn't necessarily born with a great gift, but he had a great passion for art and everything else followed on from just that. If you have the desire, the technique follows. And then I am looking at the great musicians, and the composers I love to hear, Debussy, for example, and I'm thinking: 'Why not have a go at that?' Before I would have written myself off, as most people do, but now I shall approach it in exactly the same way as I approached memorising a pack of cards. I am breaking it down into its constituent parts: that is why my first painting is called 388,096, because that's the number of dots I have to put on the canvas. Going back to Vermeer, some of his paintings would take him six months or a year to paint. His picture of Soldier with a Laughing Girl (painted between 1658 and 1660) includes a map of the Netherlands, and that map is still in existence today, showing the detail that Vermeer incorporated into his pictures.

I want to learn and make mistakes for myself first, before I read up on painting techniques - exactly the way I tackled memory. Music is the same: I am now looking at the composers and thinking 'I can do something like they did.' I have a computer and a sequencer and I am able to break down music to its constituent parts, the notes, and I will build up a composition that way. When it comes to music, Debussy is my ideal, just as Vermeer is my ideal in art.

Brain Clubs Worldwide is growing day by day, and I know that National Memory Championships are at this moment in the process of being set up in Australia, Hong Kong, Germany, New Zealand, Singapore and the US. Do you have any advice to offer our members as to where to start? And how difficult is it?

Where to start? Talk to Brain Club members, learn the basics, start with something like a simple shopping list, using the journey round your house - as in the first chapter of my book. That gets you into what memory training is all about: use of imagination, association and location. Three main ingredients.

How difficult is it? It is not. All you need is the desire. Use the methods I use. Try them out for yourself first; only when you run out of ideas, should you turn to the experts. It is easier than you think.

Dominic reveals the tools of his trade in 'How to Develop a Perfect Memory'.

HOW TO DEVELOP A PERFECT MEMORY



REMEMBER • NAMES • FACES • LISTS
• TELEPHONE NUMBERS • INFORMATION FOR INTERVIEWS • SPEECHES
NEVER FORGET • APPOINTMENTS
• BIRTHDAYS • ANNIVERSARIES
LEARN • FOR EXAMS • LANGUAGES
• TO THINK MORE CLEARLY
WIN AT • BLACKJACK • TRIVIAL PURSUIT
• QUIZ GAMES

DOMINIC O'BRIEN

THE 1996 BRAIN CLUB CONFERENCE

Michael Tipper offers a member's view

Michael Tipper's Mind Map of the Conference is on pages 14 and 15.

'Whatever you do, or dream you can do, begin it now.' Dominic O'Brien ended his lecture at the 1996 Brain Clubs World-wide Conference with this Goethe quote. It was an appropriate message because it encapsulated the sub-plot of a day whose theme was memory magnification. As you would expect at such an event, the subject material from a range of lecturers included the concepts behind Mind Mapping, how to remember people's names and an expose on the theory and application of the Self-Enhancing Master Memory Matrix. However, there was much more to be experienced at the conference.

One of the surprise guest speakers was Rikki Hunt who is known for creating the 'Thinking Organisation'. He is a man whose vision and perseverance carried him forward to complete another remarkable achievement. Earlier this year he was part of a professionally-led team of novices who skied to the Magnetic North Pole. Still suffering from the effects of frostbite, Rikki told how he overcame many hardships, not least the inability to ski at the start of the trip, to reach the top of the world. His determination was a major factor in his selection and his ultimate success, and this clearly came through in his presentation. He said: 'I was never going to break any records, but I was always going to get there in the end.'

Another surprise speaker was Justin Coen, who many know as one of the Brain Club's Administrators. Justin described how he managed to digest the report of the Scott Enquiry (1800 pages) on the day that it was published and then match the analysis provided by a team of BBC researchers in the same period of time!! The newspaper that described him as the most boring man in Britain (for knowing all about Scott report) missed the point that with the application of a few simple techniques, supposedly 'remarkable' feats of mental dexterity are within the capability of anyone.

In between lectures one of the features that impressed me the most about the conference was the sincere warmth and friendliness of all who attended. It was

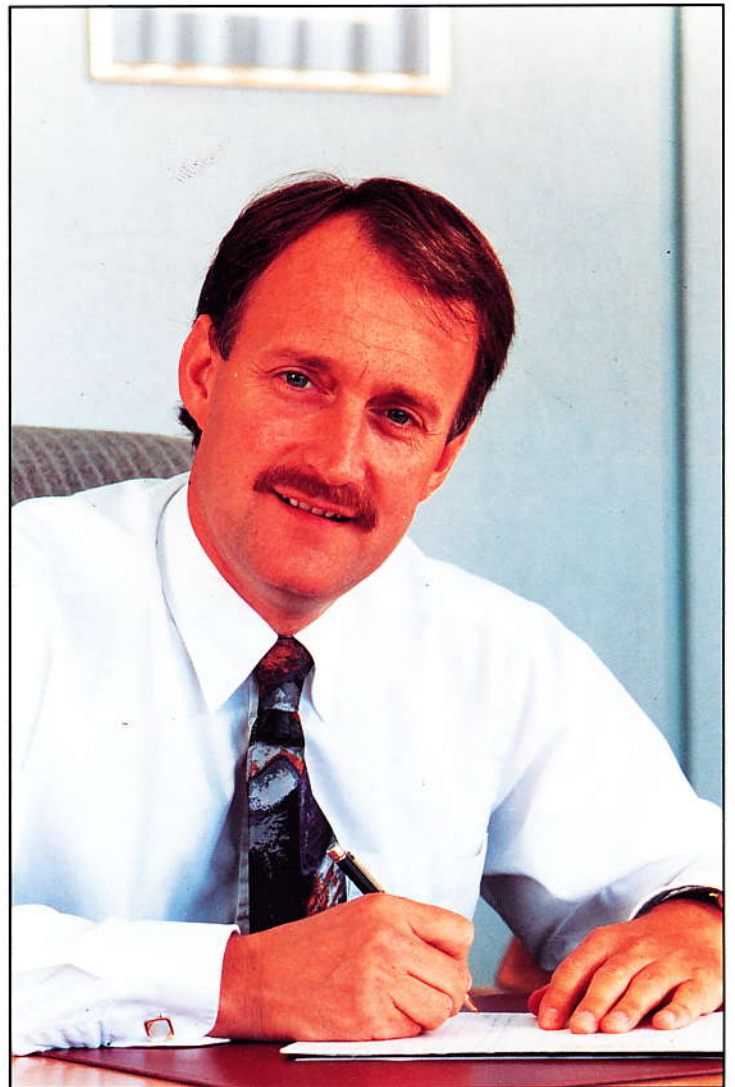
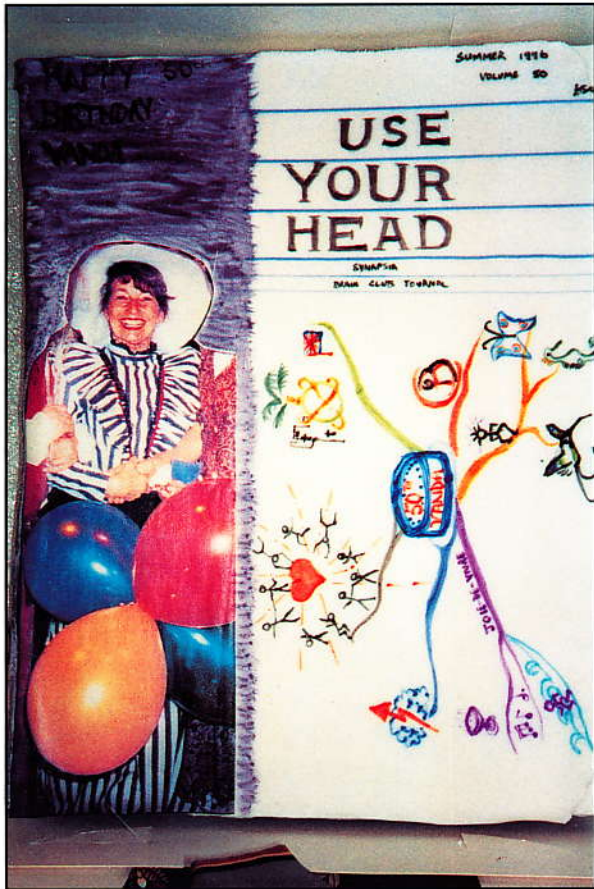
impossible to sit quietly on your own in the corner because with every break came someone new to introduce themselves and find out who you were and what your interests were. Tony Buzan and Vanda North positively encouraged the exchange of introductions and I am sure many new life-long friendships were formed. I was privileged to meet both new and founder members of the Brain Club and the enthusiasm that each had for the organisation was infectious.

The highlight of the conference for me was World Memory Champion Dominic O'Brien's lecture. An unassuming man, seemingly embarrassed by the attention his success has earned him, Dominic was inspiring in his description of the characteristics that a champion requires. Quite often it is assumed that to be inspirational, a speaker must project their message with boundless physical enthusiasm. With Dominic this was not necessary because his well chosen words and measured delivery had a significant impact for those who heard his talk. The beauty of his message was that he did not put himself on a pedestal, but he left a feeling that with the use of the techniques he described anyone could become a champion.

I enjoyed the conference because I was able to share an amazing day with many wonderful and remarkable people. I was challenged, stimulated, enthralled, inspired and encouraged by the experience of the day. I realised that within the bounds of physical limitation, anything is possible if you have a clear vision generated by a deep desire that is persistently sought with unswerving passion and enthusiasm. Success and achievement is as much a state of mind as the effort required.

I would like to recommend to you that you attend next year's conference but I can't - I must *urge* you to go because it is a remarkable event. As a result of attending the conference, my dream is taking shape and as Dominic suggested through the words of Goethe, I have begun.

Opposite page: Key speakers Vanda North (on her 50th birthday cake!) and Rikki Hunt.



Whatever you do or dream you can do, begin it now

TATE GALLERY

PIXELS

758x512

LEARNING ACCELERATED

EDUCATION

EXTENSION

VERMILION

GOETHE

PAGES

1800

BROWSE POWER

ANALYSIS

JUSTIN COEN



INTERNET CLUB

IMAGINATION
JOURNEY
38.29sec
RETURN
PEOPLE
LETTERS
NUMBERS

SYSTEM

PASSION
DESIRE

PERSISTENCE

CARRINGTON CARVELLO

WHY

INSPIRATION

CHALLENGE
SATISFYING
STIMULATING
FOCUS

DETERMINATION

NOTHING IMPOSSIBLE

TAUGHT SELF



269,408



FROSTBITE
PAIN
ARTHRITIS
DIET

BOREDOM
HEALTH
SPONSORSHIP
TEAM

VEGETARIAN
CASTLE
BRAN

£15k
BUILDING

ISSUES
CONDITIONS
NOVICES

TEMP -52°

HAZARDS
25mph
POLAR BEARS
SNOW HOLES

WRITER
COMPOS

MISCONCEPTIONS

GROWS

BBC

JUSTIN

INFORM

FOOD

ME

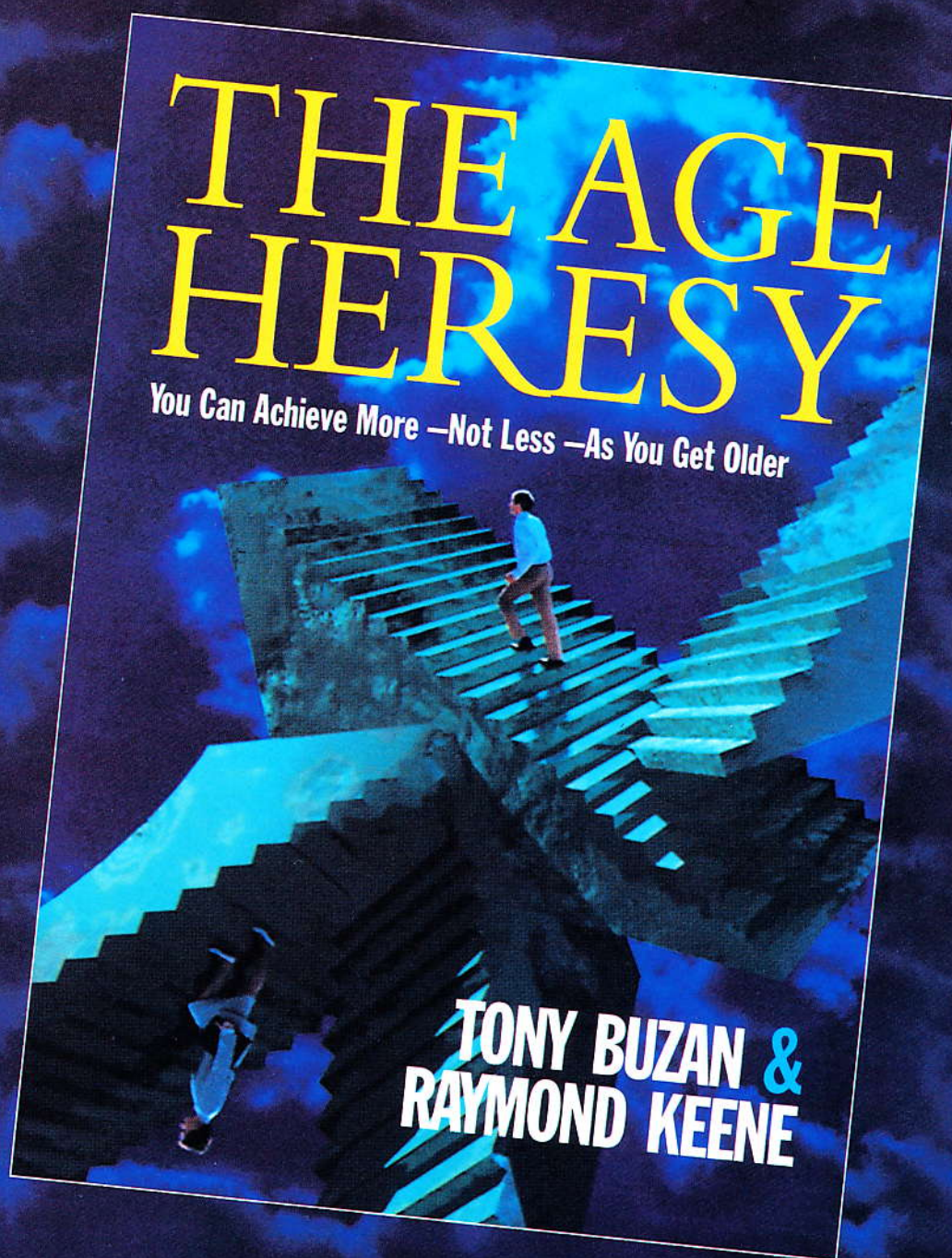
SC

ACHIEVE MORE NOT LESS AS YOU GET OLDER

THE BABY BOOM SCRAPHEAP

By the year 2000 over 50% of the world's population will be over 50 years old. Governments have no clear idea of what to do with these older people. Industry consistently fails to recognise their potential and worth.

If you recognise yourself as part of this frightening statistic then read **THE AGE HERESY** - the revolutionary new positive theory of ageing. **THE AGE HERESY** sensationally demolishes western society's preconceptions about age and proves that if you use your brain as it should be used, the potential for its development is limitless.



EXPLODING THE MYTH

The Myth: brain power diminishes with age until you finally reach senility

The Reality: the more the brain is stimulated, the more it will have potential to achieve - at any age!

The Myth: experience is no substitute for youthful energy and adaptability

The Reality: older brains show far more endurance and flexibility when tackling mental challenges.



EBURY
PRESS

POTENTIAL LEONARDOS

It's never too late or too early to start.

THE AGE HERESY offers a host of practical ideas for getting the most out of your brain at any age:

■ design your own ageing strategy and stay at the top for longer

■ increase your memory skills with Tony Buzan's famous 'Mind Maps' and 'Memory Theatre'

■ understand the fundamental link between physical and mental health

THE PROMOTION

■ major UK author tour ■ national TV and radio appearances

■ extensive feature coverage in national press

■ reviews in business magazines

THE AUTHORS

The achievements of the authors are shining examples of the theories outlined in **THE AGE HERESY**.

Raymond Keene (age 48), OBE, is an International Chess Grandmaster and chess correspondent of *The Times* and *The Spectator*. He has written over 90 books specialising in mental combat and chess. Keene has become renowned for his prodigious talents, including the ability to play and win over 100 games of chess at one and the same time.

Tony Buzan (age 53), the creator of Mind Maps and the concept of Mental Literacy, is the author of 20 worldwide bestsellers including: *Use Your Head* (860,000 copies sold), *Use Your Memory* (235,000), *The Mind Map Book* (52,000). His most recent book, *Buzan's Book of Genius*, has sold over 15,000 copies in hardback in the UK trade.

A famous international lecturer and broadcaster, he was named in 1994 by Forbes Magazine as one of five top international lecturers along with Mikhail Gorbachev, Henry Kissinger and Margaret Thatcher. He heads an international network of Brain Clubs, established The Brain Foundation, and is co-founder, with Raymond Keene, of the Mind Sports Olympiad.

THE AGE HERESY | TONY BUZAN & RAYMOND KEENE | 0 09 185150 5 | AUGUST | £12.99

TRADE ORDERS TO: Trade Sales Department, Random House, 20 Vauxhall Bridge Road, London SW1V 2SA Tel: 0171-973 9000 or Trade Department, Triptree Book Services, Tiptree, Colchester, Essex CO5 0SR Tel: 01621 819600



EBURY
PRESS

BELT YOUR MEMORY!

Sue Whiting, Memory Grandmaster, explains how

The Brain Club has always envisaged an award system for memory achievement. A grading system - Memory Belts - is in the club manifesto. But are these Belts well defined? And how are you supposed to achieve them? These issues, among others, were discussed at a recent meeting of mnemonists. Several of our members had already started to learn information from *Master Your Memory* and we decided that the grades on page 15 of the Manifesto should be amended as in the table below:

What constitutes an item of data?

Anything could be an item of data for these purposes. But there have to be some guidelines - and we agreed the following rules as appropriate.

1. All data must have been learned as part of a memory system. (Anyone using the SEM³ system from *Master Your Memory* is conforming with this requirement.)

2. The full name of a person counts as one item, i.e. the surname and first names count as only one item not two, three, four etc.

3. The full name of a work of art similarly counts as one item.

4. Any year counts as one item.

Verification of test results

As with all Brain Club certification there is a strong element of trust (see page 15 of the manifesto). A witness, who can even be a family member, must observe the skill being performed to the required level. The most efficient way of verifying test results though, is probably to do it through one of the various cells of the Brain Club. It is not necessary for the witness to have achieved any memory belts himself.

There should be some authoritative source of data upon which that person should be tested. I photocopied the relevant sections of Tony's book (hopefully not breaking any of the copyrights!) and deleted the sections that I hadn't learned, e.g. all the composers' styles from number 50 onwards and all the writers' dates. I also inserted some additional interesting information that I had gleaned during the memorising process, e.g. Carlo Gesualdo was a violent and passionate man who murdered his first wife and her lover! (Thanks Penny for that gem!) To make life easier, for both my witness and myself, I additionally wrote alongside each composer, etc., how many items I had learned - this helped considerably when calculating the final total!

The test itself

In most cases the person being tested will be given a list of questions and will be expected to write down the answer. For example: What is number 79 in the major system? Who is composer number 51 and give all his details? What is the birth date of Mozart?

BELT	NUMBER OF ITEMS SUCCESSFULLY MEMORISED
White	10
White plus red	100
White plus two reds	250
Red	500
Orange	750
Yellow	1000
Green	1500
Blue	2000
Indigo	3000
Violet	4000
First Dan	5000
Second Dan	10000
Third Dan	15000
Fourth Dan	20000
Fifth Dan	25000
Sixth Dan	30000
Seventh Dan	35000
Eighth Dan	40000
Ninth Dan	45000
Tenth Dan	50000

Unlike the Grandmaster awards, a mistake is not particularly penal, i.e. spelling errors and omitting part of a name, would only lose 1/2 of a mark. We decided that a confidence level of 95% would be sufficient for this type of memorising.

Statistical sampling

To avoid having to test people on every single item of data, which almost becomes impossible when you reach Dan status, Ian Docherty has devised a system of statistical sampling. He has formulated a table (see below) showing both the sample size and the maximum number of errors allowed at each level. This table is not mandatory but Ian and I decided that we had to have some written guidelines when we were doing the witnessing for each other. So when Ian and I achieved our green awards (1,500 items) we actually learned 1,650 items, were tested on 170 and were allowed up to 14 mistakes. Our error rate, even after losing those infuriating half marks for spelling errors, was well below 14 and so we achieved our

belts. When we try for our more advanced belts, we will still have to be tested on the first 1,650 again since one purpose of this memory exercise is to have knowledge in one's long-term memory.

I hope that this will show you how easy it is to achieve memory belts as long as you work consistently towards your own personal goal. All members of the Brain Club should be able to register for the white belt (you just need to know the number shape or rhyme system) and then the white plus red (just learn the major system - I suggest you learn 10 new ones a day and then you'll be there in 10 days).

If you have any questions on the statistics, please refer them to Ian. But of course if you don't like statistics, feel free to be tested on every single item ... the choice is yours!

(If anyone wishes to join our Mnemon group, please contact Penny Dablin who will put you on our mailing list. Her number is 01296 433763.)

Learned	Sample	Maximum Errors	95% confidence level		Award
			Low	High	
10	10	0	10	10	10
110	30	2	101	104	100
270	60	4	250	254	250
540	80	5	503	510	500
820	90	7	751	761	750
1100	110	9	1005	1015	1000
1650	170	14	1509	1519	1500
2200	220	19	2004	2016	2000
3300	330	29	3004	3016	3000
4400	440	39	4004	4016	4000
5250	530	24	5008	5016	5000
10500	1050	49	10006	10014	10000
15750	1580	74	15008	15017	15000
21000	2100	99	20006	20014	20000
26250	2630	124	25008	25017	25000
31500	3150	149	30006	30014	30000
36750	3680	174	35008	35017	35000
42000	4200	199	40006	40014	40000
47250	4730	224	45008	45017	45000
52500	5250	249	50006	50014	50000

THE WORLD'S LARGEST CHESS TOURNAMENT

Michael Basman reports

In our Spring 1996 issue we reported on the launch of the Rotary/UK Intel Chess Challenge, which introduced 20,000 children to the joys of chess. This massive event finally reached its climax on July 7 with the Gigafinals in Nottingham, which were contested by 300 qualifiers (75 of them girls) from around the country. Here the organiser, Michael Basman, reports on the successful conclusion to a marathon event.

Teresa Khoo - one of the 20,000 participants in the world's largest chess tournament.



After running a children's event in Surrey for several years, I decided to go nationwide last year. Around July 1995 I rang Raymond Keene of *The Times* and Malcolm Pein of the *Daily Telegraph*, asking them if they might be able to help with finding sponsors. Pein then mentioned it to Intel in Germany, who at that time were very interested in chess: they had launched a series of Grand Prix rapidplay events, were in the process of organising the Kasparov-Anand World Championship match, and had started a 'Chess in Schools' initiative, in which they produced a book by David Norwood and Ali Mortazavi, and donated a copy to 800 schools in the UK, together with half a dozen sets and boards and a demonstration board. So it was that a deal was struck at the offices of SBI, the publicity arm of Intel, in which £2,300 was put up to launch the event, with a promise of more for the later rounds. The world's largest tournament was under way.

The first difficulty to overcome was the distribution of entry forms. With 32,000 schools in the UK, a direct mailing of 25p a letter would have cost at least £8,000 or £9,000, far in excess of the £2,300 budget. I therefore posted a circular to all the private schools and wrote to the 130 education authorities in the UK, with a mixed response: some agreed to send out the entry forms free of charge; some charged a small amount; some asked for an arm and a leg; some refused to send out any at all because the tournament encouraged competition; some said they would not distribute any because the tournament was commercially sponsored; while others said that their schools were being overwhelmed with mailings and therefore they would not be able to send anything. And many did not reply at all. By the end of October over half the authorities had sent out leaflets, but less than half the schools were covered, since the larger authorities seemed reluctant to become involved. So I began a long slog of writing to and ringing up every authority, ultimately achieving distribution to 25,000 schools. Apart from a few northern coun-

ties and much of Scotland, most of Britain was covered.

Soon the entries began coming in: 100 schools, 200, 300 ... The number kept on rising until about mid-December, by which time around 700 schools had enrolled. At this time I had to make a judgment of the likely final number in order to order the prizes. An error in either direction would have proved costly. 80,000 gold spots, 22,000 badges, 13,000 booklets, 7,000 mascots and 2,000 coin purses had to be assembled over the Christmas holidays at Claremont Farm Court School, ready to be sent out at the beginning of 1996. The main hiccup concerned the gold spots which were to be put on the badges after each victory. There were not enough of them so 200 boxes were delayed while the remaining spots were punched out. Despite budgetary and postal problems, the boxes went out. So now the schools and prizes were in place.

But then a more far-reaching problem arose: Intel announced that they were withdrawing from chess sponsorship. No further funds were to be forthcoming.

During the Spring term, up and down the country the schools ran their individual events. This was the least onerous phase for the organiser as the schools did the work, and I received dozens of letters from schools saying how successful the tournament had been in stimulating chess among their pupils. Come the end of the term, entry forms were sent to the schools for the next stage of the competition, the Megafinals, where the best players in each school would meet others from their region. On May 4th and 5th, events were held in Sussex, Surrey, Swindon, Devon, Harrow, Essex, Cambridge, Shropshire, Wales, Oldham, Sheffield, Tyneside and Scotland, with smaller event in the Channel Isles and Northern Ireland. The largest event was the one in Surrey, where no less than 373 children took part.

Now it was time for the Gigafinal, in which the best players from each Megafinal would meet. Here I had a stroke of good fortune. I had intended to run a simultaneous chess display on the day before the final, featuring Nigel Short and several other players. With no sponsorship from Intel, it seemed that it would be impossible to raise the required £3,000, but then chess fan and businessman Stanley Grundes volunteered the money to keep the show on the road. The tourna-

ment thus acquired a second sponsor, the Rotary Clubs of Great Britain.

The simultaneous display was one of the high points of the year. 175 children took part, roughly 35 each against Nigel Short, Daniel King, Elvira Sakhatova, Harriet Hunt and Aaron Summerscale. Four of the children managed to beat the masters, and several others earned draws.

And then it was on to the climax of the whole event, the Gigafinal, in which 300 players competed for the national titles of Ultimo (boys) and Ultima (girls) at seven different age levels: Under 7, U8, U9, U10, U11, U14 and U18. Each Ultimi won a cup and £70 prize money, and many other players won rosettes and book prizes, donated by the Brain Trust, Batsford, Cadogan Books and Hodder and Stoughton.

There is no doubt that the event was a tremendous success, even taking into account all the difficulties that had to be overcome during the year. So I began to plan the 1997 event, with 1,700 schools and no less than 50,000 players. But sponsorship was proving elusive. Indeed I was beginning to wonder whether another event was going to be possible until I went to the Donner Memorial tournament in Amsterdam in August. Holland has a great chess culture and tradition. Their most famous player, the former World Champion is commemorated by a square and chess library in Amsterdam and their most recent World Championship challenger Jan Timman, is a popular celebrity. Hearing of my difficulty, the sponsor of the Donner Memorial offered to put up some money for the event. 'Do you want to run it Britain or the Netherlands,' I asked. 'In Britain of course,' he replied generously. So the world's largest tournament has been saved by a chess lover who does not even live in these shores. Life is full of curious twists and turns!

'I received dozens of letters from schools saying how successful the tournament had been in stimulating chess among their pupils.'



ANIMAL INTELLIGENCE

Cats and Dogs

In the past few years there has been an explosion of books on canine and feline intelligence. Andrew Kinsman looks at two of the most recent.

The Intelligence of Dogs

Do dogs of different breeds differ in intelligence? How well do they understand human language, and do they have a language of their own which humans can learn to understand? Do dogs have memories of things past and images or anticipation of things to come? Do they have feelings such as guilt, loyalty, and protectiveness or even simple emotions such as joy and sorrow? Or are these human terms for entirely different animal behaviours? In this new book, renowned psychologist and award winning dog trainer Stanley Coren provides answers to these questions and offers the most comprehensive picture to date of how the canine mind works.

The Intelligence of Dogs (published by The Free Press) is a highly readable and practical guide aimed at dog owners and dog lovers. Coren's analysis is based his own practical observation and extensive research, and he presents it in very accessible fashion. One of the most fascinating areas of this research is an exhaustive questionnaire that he sent to every dog obedience judge in North America, roughly half of whom responded. Remarkably, out of the 199 respondents,

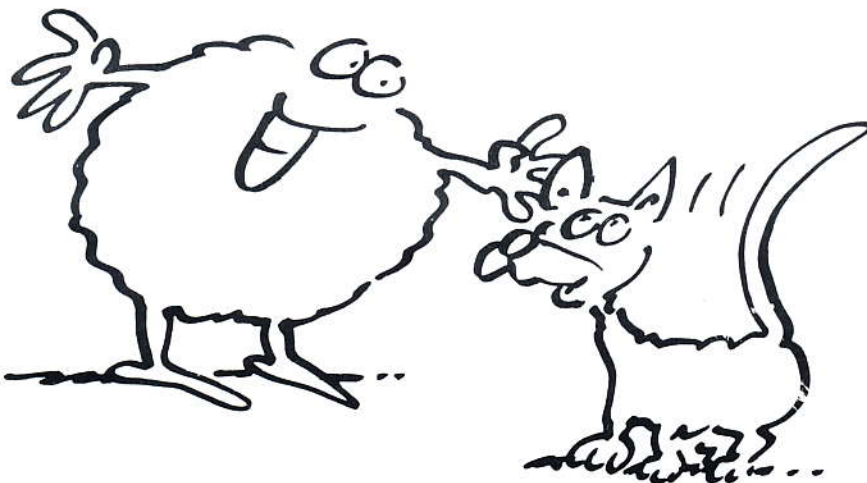
190 placed the border collie in the top ten for obedience and working intelligence! The second highest overall ranking was given to the poodle, followed by the German shepherd, Golden retriever, Doberman pinscher, Shetland sheepdog and Labrador retriever. The worst overall marks were given to the Afghan hound.

If after reading this book, you feel inspired to test your own dog's intelligence (and you almost certainly will!), Coren supplies an easy to follow Canine IQ test which examines areas such as problem solving, short-term and long-term memory, language comprehension and observational learning. Even if you only confirm your impression that your dog is not a genius, both of you will have a lot of fun doing the tests!

Cat Sense

A slightly different approach is adopted by Akif Pirincci and Rolf Degen for their examination of feline intelligence. Rather than looking at cats from the outside, in *Cat Sense: Inside the Feline Mind* (published by Fourth Estate), they try to describe what it is really like to be a cat. They look at each of the senses in turn: sight, hearing, smell, taste and touch and then ask the question, do cats have a sixth sense, as has been thought possible since the time of the Egyptians? They provide an extensive survey of the latest findings in cat behaviour research, but not the first-hand research that makes Coren's book so intriguing.

Pirincci and Degen don't supply a Cat IQ test (though there are plenty of these on the market if you wish to undertake one on your pet), but each chapter has a running commentary by Francis the cat. Unfortunately these pieces are rather trite and don't really add anything to the book. Comments such as 'What a laugh! To think of all those eggheads with their silly intelligence test going to all that trouble, just to prove that we're not stupid!' don't do any credit to the extensive research that is discussed in the book. Perhaps they sounded better in the original German language edition ... but then again perhaps not.



INTELLIGENCE ABOUT INTELLIGENCE

Neural Trickery

Do the neurons in your brain operate like simple on-off switches or are they, in fact, much more sophisticated than that?

Actors and comedians will tell you that their work is all about timing. It's not just the words, it's the rhythm and pace that count. A similar principle applies in computer programming, where one of the big problems is trying to get the various constituents of a computer to work well together in terms of timing. Neuroscientists are now beginning to suspect the same thing about the way the brain operates and, if this theory is correct, it will imply that the brain is actually much more powerful than was previously thought.

The new theory concerning timing is all about the timing of nerve impulses. Standard thinking on the brain is that a neuron's message to its neighbour is carried by the average number of impulses sent over a set period. According to this view, a neuron operates like the overflow in a basin. The basin fills up with water, but does not overflow until a critical volume occurs. In the model of the brain, each neuron collects inputs from neighbouring cells and only passes on its message to the next cell when a threshold is reached.

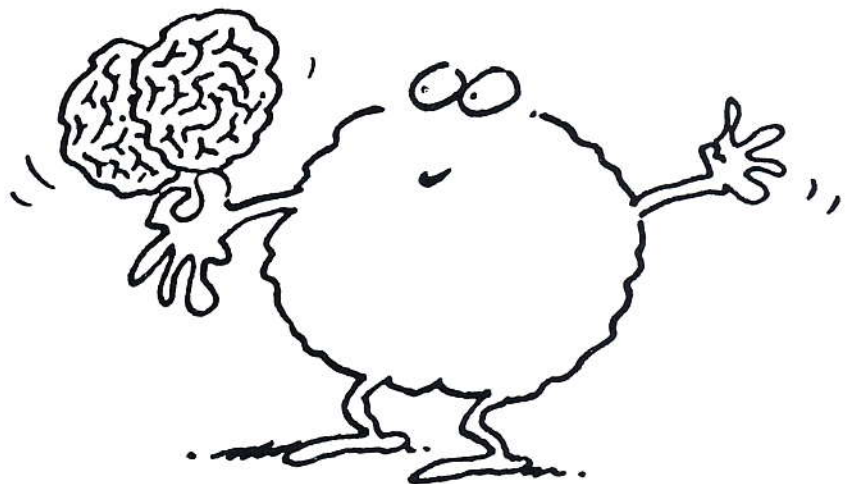
However, according to new research, this 'basin' theory may be wrong and neurons may act like parts of a telegraph system that read incoming impulses, or 'spikes', as if they were dots or dashes in Morse code. Instead of waiting for a threshold to be reached, each neuron continually transmits information about its current status. In effect, it is constantly telling its neighbour how near to being full the basin is.

With such a system, each neuron has the capacity to encode up to 100 times more data per second than was previously thought. Taking this in the context of the billions of neurons in the brain, and considering that each neuron has the ability to communicate with 10,000 others, it is clear that the computational capacity of the brain soars to unimaginable heights.

This theory has actually been around for a while, but failed to gain widespread acceptance for two main reasons. Firstly, there doesn't seem to be much reason why the brain should require the immense extra computational power that this different model implies. Secondly, most experimental evidence seemed to indicate that the simpler model was correct.

However, according to some neuroscientists, this is now changing. They claim that the 'temporal coding' view of the brain is not incorrect, but that the experiments designed to test it, were flawed. In most of these experiments, neurons were given very simple stimuli, a situation most unlike what happens in the real world. Now experiments have been constructed and carried out that bear more of a resemblance to what happens in real life. From the results of these, neuroscientists have gathered fresh evidence that supports the temporal code theory.

So, if you previously thought that the brain was an unbelievably sophisticated processor of information, you may have to think again. It may turn out to be more powerful than was realised by orders of magnitude.



BUSINESS BRAIN

The Process Improvement Brain: Tony Dottino and Michael Doré suggest letting your brain take the lead when continually improving or reengineering.

'As reengineering became more popular, many executives came to think that they would have to choose between the continual improvement and reengineering methods to improve process performance.'

In business, it goes without saying that one of a firm's chief goals is to make it more competitive than its competition. Most firms agree that superiority in business process performance is critical to a firm's competitiveness. Over the years many strategies have been discovered, applied, and improved upon in the attempt to gain and sustain competitive advantage.

In the Western world, at least since the late seventies or early eighties, none has been more popular than quality improvement - the steady improvement of work processes.

This strategy is known as *continual improvement*. For ten to fifteen years this was the approach adopted and widely used by all forward-thinking firms. Then, in the early nineties, a new approach - *business process reengineering* - started capturing the imagination of a growing number of executives. Instead of incrementally changing and improving an existing process, reengineering starts from scratch to create a new process based on current customer needs.

As reengineering became more popular, many executives came to think that they would have to choose between the continual improvement and reengineering methods to improve process performance. In our consulting experience we have seen battle lines being drawn and serious business people spending much time arguing the benefits of one or the other approach. We think it is a mistake for anyone to believe they need to choose between the two. Using tools and concepts familiar to readers of this journal, we intend to show that firms have a better chance of achieving consistent success by letting their brains take the lead. Using the disciplines of both approaches in a

complementary manner yields maximum innovation.

We start by raising three questions:

1. Does a firm need to choose between using only continual improvement or only reengineering?
2. Does that choice really make a difference to the normal creative process of the brain?
3. Is there a brain tool or technique that we might use to employ both of these approaches in a complementary fashion?

A Six-Step, Brain-Friendly Approach

We think that there is a logical and effective way of addressing any business issue, problem, or 'broken' process. We recommend starting by letting the brain follow its natural thought patterns. The following six steps that we usually take as consultants have a lot in common with Tony Buzan's TEFCAS model of a learning brain driven towards success.

All change efforts should begin by clearly defining the ideal results or outputs that we would expect of the process (our success goal). Some examples of success goals are reduced cost, reduced cycle time, and improved quality. These desired results are best seen and defined through the eyes of the customers of the process, since they are the most important judges or determiners of success. Our experience has shown that many people prefer to jump right into identifying the main problem to be fixed, and act before talking to the customer. Without hearing what is important to the customer, any quick solution generated in this fashion is not usually connected to real customer needs.

Our second step is to understand the big picture, the overall issue, or the high level process that the firm is using to serve its customers. Often it becomes obvious that things are done the way they have always been done without regard to understanding changing customer needs. Our third step is to break the process into its logical sub-parts, activities or events. Now we get down to where people live; this is where the real work gets done. The 'events' that they perform are often accepted as the norm within each department or function without much focus on the real wants or requirements of customers. The status quo must be challenged to see if there is a more efficient way that such events should be carried out.

Opportunities to change are not recognised until we take the next step in our methodology. We look for feedback in the form of measurements related to the status and performance of our process. At this point we often discover that either no clear measurements have been set for process success or that the ones that were set were related to what's good for the firm or function, not for the customer. With the information - good or bad - that we gain from that feedback step, we can check our current actions, activities or events against our goals and prioritise the required corrective actions. In the sixth and final step, we work to generate alternative solutions, test them and adjust them as necessary. It is at this point that people's creativity becomes a key factor. Our sixth step is not the final destination; rather all these steps are a continuous journey to be repeated continuously for as long as your firm is trying to satisfy customers.

As a result of our work we raise the question: *How can Mind Mapping help us, and does Mind Mapping differentiate between continual improvement and reengineering?* Much like the way the brain operates so naturally in Tony Buzan's TEFCAS model, using the process described above will help a firm become more competitive by improving its processes and meeting its customers' expectations. As the firm sees the results of each step and compares them to Buzan's model of the human brain, they will recognise a very logical way of analysing and correcting the breakdowns that occur in the work place and cause issues, problems and lost business. Mind Mapping is an important and useful tool that we and

our clients use to enhance this natural brain process and to meet business needs.

Mind Mapping applied

We have been using Mind Maps with work groups to facilitate the creative process of their brains. The results they are producing have shown us that mind maps can be the link from our six steps to the complementary use of continual improvement and reengineering.

When a team of people start to Mind Map an issue or broken process they create a clear picture of what is actually going on with appropriate links and connections. This encourages and enables the brains of those participants to begin creating alternatives for attaining the goal of the process.

Here is an example from our consulting work. At IBM, a human resource and an accounting team got together to try to improve their process for handling payments for Berlitz lessons for international assignees. The core team consisted of Scott Lindsay, Mimi Lewis, Bridget O'Leary, Margaret-Ann Agosta and Megan McLean-Dippold. In the course of looking for the areas most in need of change, they Mind Mapped the current process. When the team completed the Mind Map, many members of the integrated team saw a new picture that they had never recognised before. This became the catalyst to researching the true requirements of the customers of the process. From that point on it became easier to understand the current activities related to meeting those requirements, from suppliers, through the firm, to the ultimate customer. Feedback from customers and process participants on how well the process was performing allowed the team to identify and prioritise problems and gaps. That led them to create various alternatives to test with customers across the firm's key functions. The team finished their work by generating solutions which resulted in a major redesign of their work flow, an 80% reduction in costs and a 70% reduction in the time to pay for lessons. An entire accounts payable system was eliminated, paperwork was reduced significantly and financial reconciliations were made automatically without bothering the newly trained assignees.

(see page 27)

Sandy Hahn, IBM's Manager of International Assignment Change Integration, is

'When a team of people start to Mind Map an issue or broken process they create a clear picture of what is actually going on ...'

delighted with the results of her team's efforts. She says, 'Mind Mapping alleviated the frustration of a complex process, which spans over sixty countries. Feedback from the customer and our "new set of eyes" assured us that we were on the right track. Some early successes and the balance of left/right cortical skills synergised the team. The success of the team will be hard to duplicate. Our new challenge is to continue to use such teams to drive global change toward new customer-driven objectives. To do this we plan to utilise the powerful tool of Mind Mapping.' As one of Sandy's team members, Mimi Lewis, commented, 'Don't ever think that your dendrites can't continue to grow.' Following this project, the team researched other processes and developed solutions that are resulting in significant dollar savings for IBM.

Our Discovery

A critical observation uncovered in this example is that the natural branching and flexible associating of Mind Mapping leads a team to begin optimising business solutions *even before deciding whether to use continual improvement or reengineering for refining their focus on process improvement.* By leading with a Mind Map tied to our six steps, we unleash the team members ability to let their brains help them focus first and foremost on the customer with-

out entering a battleground between the approaches. By listening to what their brain teaches them in this exercise, they realise that organisations need the disciplines of both continual improvement and reengineering to stay competitive.

This is one of a number of examples of successful outcomes that have caused us to explore the differences between continual improvement and reengineering. It has led us to develop a model for today's leaders and managers to use both approaches in a complementary manner to sustain their competitive edge. We will discuss that model in a future article but, whether the firm is improving incrementally or radically, a Mind Map shows how to understand and choose among specific choices it will have to make. Because of the excitement, creativity and results that we see generated by Mind Maps, we begin all our work in process improvement with them.

If you would like additional information on how to make your process teams more creative, please contact the authors at the following address:

11 Green Way
Old Tappan, NJ 07675
USA
Prodigy E-mail Address: ANKE19A



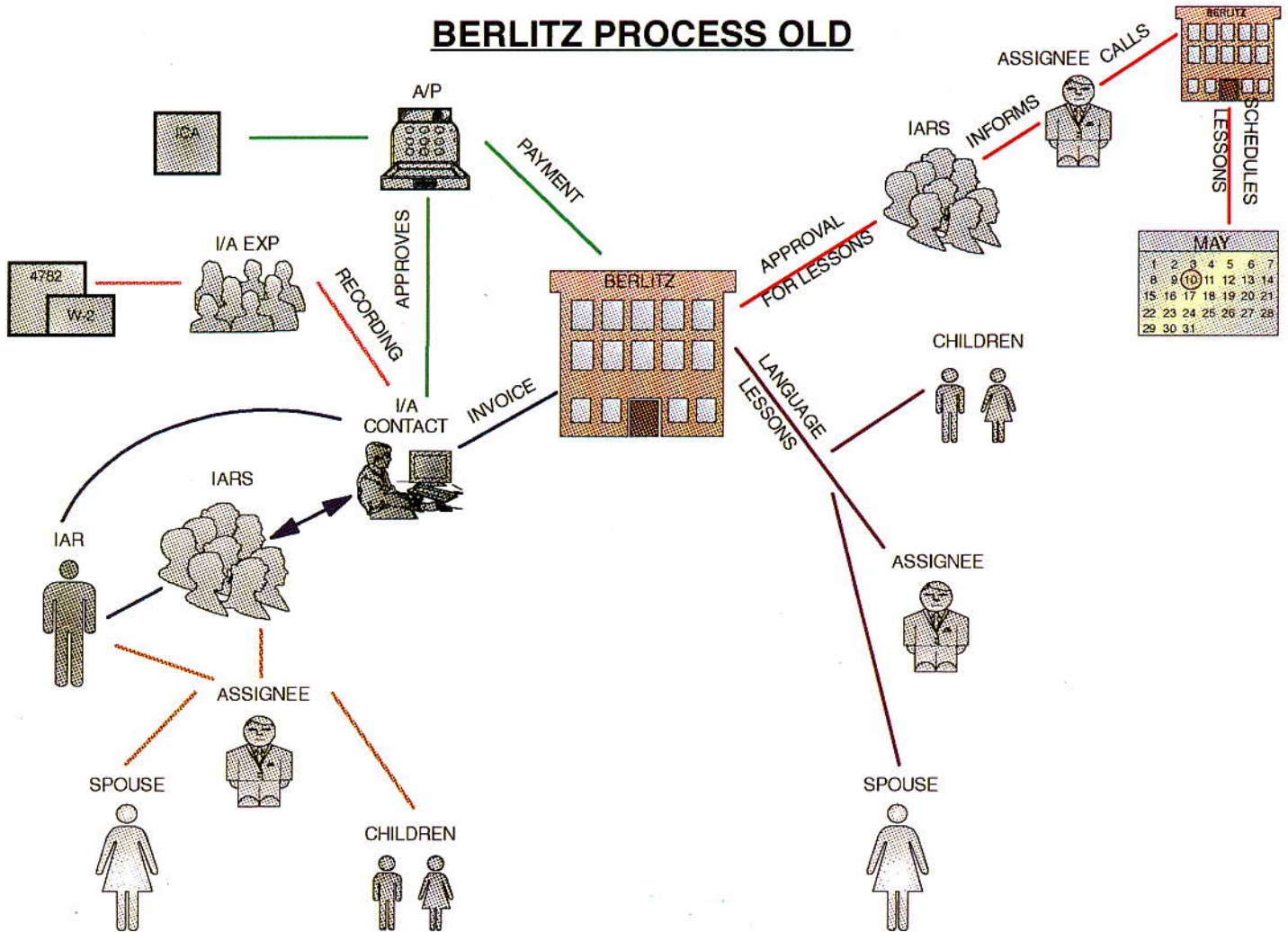
Anthony Dottino, the managing partner of Dottino Consulting, specialises in process improvement, creativity, team building and reengineering. Mr Dottino is a certified Buzan Radiant Thinking Instructor and Mental Literacy coach. He has 27 years' experience with companies in the information services, manufacturing, pharmaceutical and electronics industries.



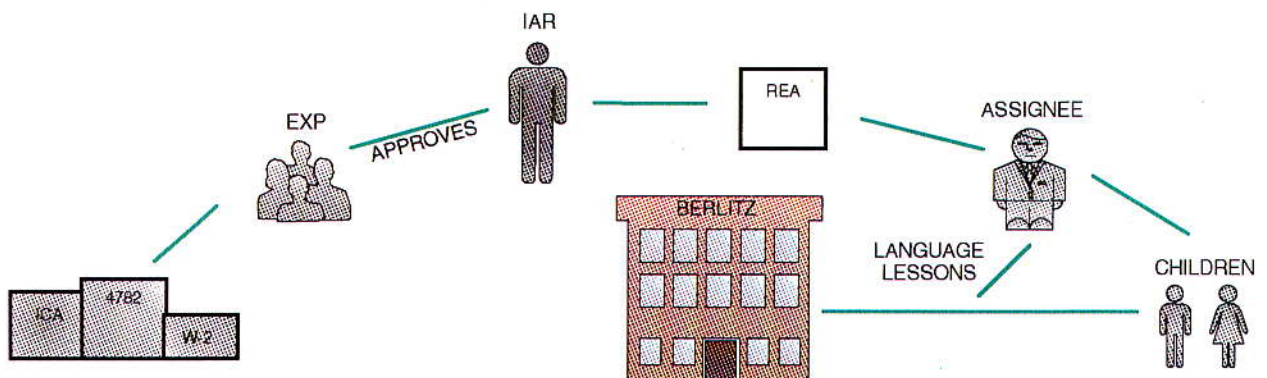
Mike Doré is President of MSD Consulting, and specialises in strategic planning and process innovation. He has 25 years' experience with companies in information services, manufacturing, communications, pharmaceuticals, oil & gas, and not-for-profit. He has a Masters of Business Administration.

INTERNATIONAL ASSIGNMENT ACCOUNTING

BERLITZ PROCESS OLD



BERLITZ PROCESS NEW



'THOU SHALT REMEMBER!'

Caroline Lawrence explains how

Caroline Lawrence is a primary school teacher who has been using Mind Mapping and mnemonics with remarkable results. Here she explains her technique for helping children to memorise the Ten Commandments.

In *Use Your Head*, Tony Buzan presents a wonderful method for memorising up to ten items in a list - the Number-Rhyme System. As most readers of this magazine will know, it uses object 'pegs' which rhyme with the numbers one to ten. One is bun, three is tree, five is hive and so on. The even numbers follow the old children's ditty: one, two, buckle my shoe / three, four, knock at the door / five, six, pick up sticks / seven, eight, shut the gate / nine, ten, the big fat hen!

When I teach the Number-Rhyme System in primary school, I have noticed that my pupils are better at remembering the items on the first list they learn than items on subsequent lists. So I make the first one I teach useful: a list which means something and which they might be required to know at some point. I teach them a famous list of ten things - the Ten Commandments! Most people think they know them, but few can name more than five, and rarely in order. Can you?

The trick is finding a visual object to represent an abstract concept such as 'You shall have no other gods,' which is

the first commandment. I summarise the commandment by saying 'No other gods'. The children and I think of a visual example of another god. We often choose the image of the Greek god Zeus as he is shown in the Disney cartoon *Fantasia*. Or the sea-god Poseidon, dripping, covered with seaweed and holding his trident.

When we have decided which version of an 'other' god we are going to use, I get the kids to close their eyes and really visualise him, using the elements outlined by Tony Buzan in the book: humour, exaggeration, movement, colour, and the five senses. Then we need to connect this image with a bun, the rhyme-word for one. The kids I teach usually come up with hilarious imagery, like Zeus toasting a giant got hot-crossed bun on his lightning bolt. We hear the sizzle of the bun, smell the toasty aroma and feel the heat of the lightning bolt. Then we imagine a huge red 'x' stamped across the whole picture, with Zeus looking up in surprise: No other gods!

The second commandment is, in essence: 'No idols'. I ask my students, 'What does the word "idol" conjure up when you read it?' The most famous idol in the Bible is the golden calf, which Moses found the children of Israel worshipping as he came down Mt Sinai with the commandments. If they choose the golden calf as their image for 'idol', they must then connect it with shoe, the link word for two; this will remind them that it is the link word for two. A golden calf tottering down the road in shiny, red high-heeled shoes makes an unforgettable picture.

The third commandment is, in essence: 'Do not misuse God's name'. This is one of the hardest to remember because 'name' and the concept of 'misuse' are both difficult to visualise. We need to create a picture which involves these three concepts: 'God's name', 'misuse' and tree, the link word for three. Imagine you are carving the word 'God' in to the bark of a tree with a sharp knife and suddenly the tree throws up its branches in protest and cries 'Stop! You're hurting me.'

The fourth commandment is, in essence: 'Don't work on Sunday'. Whether



we observe this particular commandment or not, we can learn it by linking 'no work', 'Sunday' and 'door'. One child I taught came up with this story/picture: 'The door is the door of my favourite sweet shop. When I try to push it, it won't budge. I really try hard, but I can't get in. Then I see a sign in the window: Closed Sundays. that shopkeeper doesn't work on Sunday!'

The next commandment is a positive one: 'Honour your father and mother...' It's the fifth commandment so we need to remember the link word for 'five'. It's hive. Imagine a bee hive, full of honey, with a few friendly buzzing bees around it. Before you read on, try to think of your own image to link the elements.

Here is the image I use. I imagine going to a hive and scooping out a handful of sweet, golden honeycomb. Then I take it to my parents - I visualise them standing before me - and kneeling on one knee I offer the sweet gift to them with my thanks. For this commandment I incorporate another element. I actually act out the story. I get up, go to an imaginary hive, scoop out imaginary honey and kneel before imaginary parents. I encourage the children to do this, too. All of this 'acting out' helps the retention process.

Before I teach my students the last five commandments, we review the first five. frequent review is vital for retention and it's wonderfully encouraging for them to see how easily they can remember. See it you can remember the first five in order, and then backwards. Put down this magazine and try it now.

The last five commandments are much easier to remember than the first five. For each one, try to make up your own links from your personal data bank of images and experiences.

The sixth commandment: 'You shalt not murder'. The link word is sticks. I have found that chopsticks work better with my children than ordinary twigs.

The seventh commandment: 'You shalt not commit adultery'. The link word for seven is heaven.

The eighth commandment is 'You shall not steal'. Eight rhymes with gate.

The ninth commandment runs 'You shall not give false testimony against your neighbour', i.e. 'Don't lie'. The rhyme I use for nine is wine, because you can taste, smell, see, hear and touch it.

Finally, the tenth commandment: 'Do not covet your neighbour's house, wife, ox, donkey or hen!'



A summary of the Ten Commandments in the Number-Rhyme System:

1	bun	other gods	×
2	shoe	idols	×
3	tree	god's name	×
4	door	work Sunday	×
5	hive	mum and dad	✓
6	sticks	murder	×
7	heaven	adultery	×
8	gate	thief	×
9	wine	lying	×
10	hen	coveting	×



POETRY CORNER

A CASE OF KNIVES

Cobblers and carpenters, in twenties and fifties,
 Are spun like Tops by angry tongues a pair
 That go on to insult statues till they are fatally
 Politically corrected. A prophet
 Rends from a Ram's heart: 'See, two assassins
 Beneath one cloak are slinking under the leg-arch
 Of a Colossus.' The Tripled roar of a city
 Goes up like three smoke rings, three crowns.
 An epileptic falls
 Into the heart of a nation. In a dark room
 Three men examine a dagger
 On a bright night. Under a rain of fire
 A turning man, fallen from a battle on the clouds
 Rides a lion unhurt, bringing a letter
 To one who reads it by lightning
 Then turns back to the gang digging the grave.
 But the sick man has leapt out of his bed
 Leaving another man's wife with the nightmare
 Where heaven falls and statues are blood-fountains
 A hand is stroking a nervous lion. A hand
 Is drawing on its flank a horoscope
 Like a dial target. A ring of hands
 Make a starry zodiac of daggers
 Criss-crossing their squares and oppositions
 At the earthy centre. A god of havoc
 Leans back on two bunched handfuls
 Of hounds' leashes, as a tight-rope walker
 Delivers a speech balancing on a coffin
 That bucks in an earthquake. A tricky moment.
 Mobs pour up through cracks in the paving and
 Two men on horseback, heads down
 Beside their horses' ears, go through a gateway
 Like devils cast from a body possessed.
 In a little calm two laughing men
 Pin down a third, like a butterfly.
 A spurred horse collapses and a woman
 Bursting into flames burns two soldiers.
 But now a ghost, rising out of a lute,
 Pours bewildering acid into their burns,
 So through the cloud of pain two eagles flee
 From a flock of crows, jackdaws and ravens.
 Assuming the worst, by pure habit,
 A soldier mingles a sunset
 With his own hara kiri. The tide of woe
 Burns two steady eyes and lifts away
 The foundation block of integrity
 That was a man stabbed by a phantom. A single
 Tear of joy winks on the sea of sorrows.

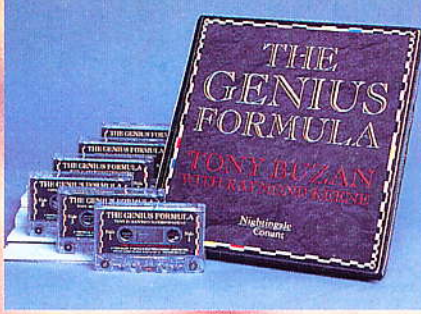
Ted Hughes, Poet Laureate

**Ted Hughes' poem
 was used for the Poem
 competition of the
 Memoriad, the winner
 of which was Tom
 Groves.**



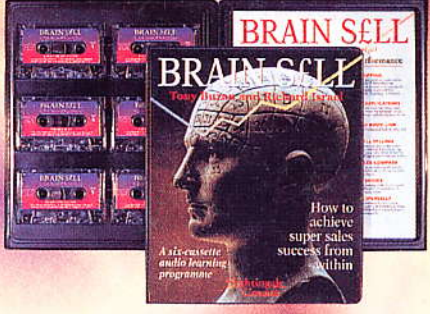
BUZAN ON... in this easy listen/easy learn series of tapes, Tony Buzan is interviewed by Vanda North on a range of relevant learning and self improvement topics. Each tape gives 45 minutes of fast paced Buzan wisdom with an action step booklet.

1. BUZAN ON... THE BRAIN
2. BUZAN ON... MEMORY
3. BUZAN ON... RADIANT THINKING AND CREATIVITY
4. BUZAN ON... MIND MAPPING
5. BUZAN ON... SUCCESS
6. BUZAN ON... READING
7. BUZAN ON... MIND AND BODY



THE GENIUS FORMULA

(12 X 30 MINUTE SESSIONS ON 6 TAPES)
 Tony Buzan and Raymond Keene have an animated discussion, exploring the dominant characteristics of geniuses throughout history. The Formula we can all use to improve our mental and physical well-being. Complements the book.



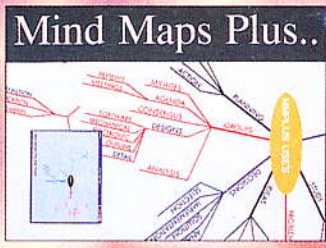
THE BRAIN SELL

(12 X 30 MINUTE SESSIONS ON 6 TAPES)
 TONY BUZAN AND RICHARD ISRAEL
 A lively discussion introducing proven selling skills which bring out the peak-performance, high-achievement salesperson inside you. Create a new 'super sell' by combining brain and sales techniques. Complements the book.



BODY AND SOUL POSTER

BY ULF EKBERG
 A limited edition, numbered and signed poster depicting in a surrealist manner, all the principles of Radiant Thinking painted in the style of Salvador Dali. (Approximate size 70cm by 90cm)



MIND MAPS PLUS..

SOFTWARE PROGRAM
 The new computer 'Thinking Tool' may be used on a PC running in 386 enhanced mode operating with Windows 3.0 or later and Windows '95. To install, 2Mb of hard disk space is needed. MMP..v3 will function with 2Mb of RAM but 4Mb is recommended because of the extensive graphical operations. A colour printer will let you get the best out of your Mind Maps. The first Mind Map program doubles creativity, allows flexible and instantaneous manifestation of ideas and logs levels of thought. Can translate to linear for the non-Mind Map literate. (Brochure available)



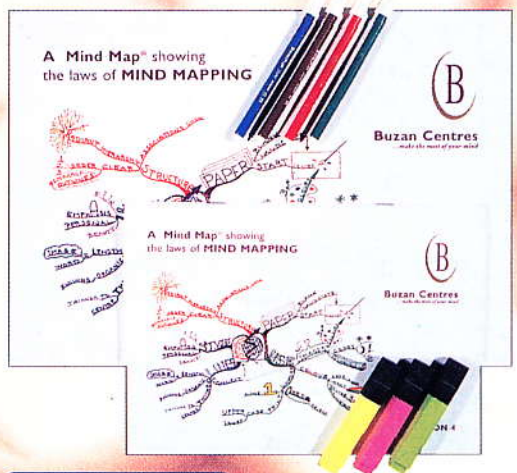
JUGGLING BALLS

SET OF THREE
 A non-bouncing juggling set. Apply the lessons of learning to juggle to all learning situations. Balance light hearted activity with serious purpose.



UNIVERSAL PERSONAL ORGANISER (UPO) A4 size

This new and complete life and self management system, the Mind Mappers' Diary, is based on Leonardo da Vinci's principles applied by Tony Buzan. The UPO with comprehensive yearly, monthly, weekly and daily planners is designed to help you manage the four main areas of life: health; family and friends; creativity and finance. Beautiful leather binder and quality lined and plain pages to encourage Mind Mapping and easy recall. (A colour brochure is available upon request.)



MIND MAP PADS

Each cover of a Mind Map pad bears a limited edition Mind Map. The A3 and A4 pads contain 40 pages of high quality paper.