

ONE MINUTE NAME MEMORY

How to remember every name –
every time – forever!

BRIAN LEE CSP, HoF

Rave Reviews For One Minute Name Memory

"Always having been terrible at remembering names, I resisted. Brian, through constant urging, talked me into it. After overcoming the initial fear, I found that I was able to retain all 85 names."

– Ken Fiske, President, Panorama Resort

"My greatest impression came when you remembered all our names – anything you can do, I can do as well!"

– Mildred Ehlers, Alderman, Hope, B.C.

"Your presentation most certainly sparked the enthusiasm of our people. You also created a lasting impression with your seminar on remembering people and their names."

– Arnold Pedde, Executive Director, Road Builders and Heavy Construction Association of Saskatchewan

"Everyone could gain by the practical application of Brian's Name Memory Program."

– Doug McLean

"I realized that name memory is a matter of CHOICE, not skill."

– Sylvia Bergerud, Auditor, Otter Trail County

"A basic skill that most people are not trained for and is undeveloped is the skill of listening. Your training was not only helpful, but your development methods fascinating and your personality vibrant."

– Laureen Bodin, Assistant Administrator, City of Buffalo, MN

"I have a lot of snakes and rabbits running around in my head now and I can always link them with the name. The technique has definitely improved my memory."

– Belva Goede, Mayor, Chauvin, Alberta

"The notion of visualizing a characteristic of a person is a very helpful idea for someone trying to do a better job remembering names."

– Representative Ann Wynia, Minnesota

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every time – forever!*

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Brian Lee, CSP, HoF

Profile of an Author and World-Class Professional Speaker

As a young boy, Brian Lee was already honing his craft as an eloquent, persuasive storyteller among his friends. By the time he gave his first public speaking address in high school, debating the merits of double-spare, he was hooked for life.

Building on the experience he gained as Vice-President of a major retail chain, Brian entered the daunting ring of municipal politics in his twenties.

Throughout his career in business, public life and as a healthcare engagement expert, Brian has astounded his peers and clients with his ability to remember everyone's names... hence the book.

Brian has spent that past 40 years as an expert who speaks about improving the patient experience and employee engagement, amassing a host of career highlights including:

- Awarded the National Speakers Association professional designation CSP (Certified Speaking Professional)
- Being inducted into the Canadian Speaking Hall of Fame
- Evaluated as the #1 rated Customer Service Speaker in the world for 2 consecutive years by the International Customer Service Association Conference audiences
- Travelling over 5,000,000 miles to speak 3,840+ times, in every state and province in North America, and in 16 countries worldwide
- Founded the HealthCare Service Excellence Conference in 2000

Brian's motivation for publishing his **LISTEN** memory formula is "in healthcare the point is not simply to remember names... it's to humanize the patient and develop a personal relationship that contributes to the patient's healing."

Put Brian Lee to work for your next conference or meeting
1-800-667-7325 or brian@customlearning.com

This book is dedicated to

Bruce Lee

For a lifetime of incomparable
brotherhood and partnership

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1

CHAPTER ONE

How to Benefit from this Book

One Minute Name Memory is a valuable, easy to use tool. As with any other tool, users need to ensure they are using it correctly and for the right purpose. You could roast hot dogs with a cigarette lighter, but you'll much prefer your wienies hot off your backyard barbecue. You could also try to use the One Minute System to recover a generally failing memory, as a study technique or to become the life of the party. Some techniques you'll learn might even help, but you will get better results if you use the right tools.

Remembering names is a seven-league first stride toward success and popularity.

The One Minute System helps you remember an array of people's names. Once mastered, it's easier and quicker than brushing your teeth. (For the record, don't substitute it for that, either.)

Remembering names is a seven-league first stride toward success and popularity. Beverly will find you much more convivial once you quit calling her Brenda. Your boss will notice when you start greeting customers by name. Most important, your own sense of security, well-being and confidence will soar once they're no longer assaulted by those awkward silences – you know the ones – when you're warmly greeted by a familiar face to which you couldn't put a name to save your life. Remembering names furthers conversation, the essential art of our lives. It's an essential ice breaker and the most acceptable form of flattery. Having the right name at ready recall is quick and incontrovertible confirmation of your esteem for those you meet: superiors, co-workers, associates, acquaintances and casual conversation partners.

*The **LISTEN** formula aids "putting a name to that familiar face."*

In the rest of One Minute Name Memory, I assume you are bent and intent on learning the skill of remembering people's names. You will know that any other side benefit you derive that assists in solving other sweet mysteries of life is pure coincidence. People learn the skills best which they understand most and most want to master. With that in mind, we suggest you treat this book as a manual for the unused name memory capabilities you already have.

Chapter Three, "The One Minute System," is a synopsis and overview of what the system is and how to use it. It explains the six **LISTEN** steps to "putting a name to that familiar face." In and of themselves, the steps are simple. "L" denotes listening to the name. "I" entails initiating questions about

the name, a technique for making it more memorable. You do the same at the “S” stage when you say the name three times. Your creativity comes into play at the “T” stage. That’s when you translate the name into a silly picture to remember it graphically. That’s the fun part of the system. You’ll also like the “E” stage when you mentally etch your silly mental picture on the name bearer’s most memorable facial feature. The “N” in the **LISTEN** formula sets you about devising creative ways to note and use the names you’ve learned.

That synopsis is best read in conjunction with Chapter Four, “What You Imagine Is What You Get.” It examines the need for a genuine, galvanized desire to master the One Minute System skill, the most important ingredient in its recipe for success.

Otherwise, would-be name memory whizzes can gain maximum benefit from this presentation by digesting it each according to his own learning style, reading habits, time availability and inclination. Some may wish to thoroughly comprehend the entire content before proceeding to practice proficiency. Others can equally progress by perusing selected chapters as need or inducement arise while putting the system to work.

The second chapter, “Name Power in Perspective,” strives for a balanced view of the value of remembering names.

Would-be name memory whizzes can gain maximum benefit... each according to his own learning style, reading habits, time availability and inclination.

Chapter Five, “Understanding Memory,” provides a layman’s explanation of how memory works. As you begin to “put the name with the face” more easily, you’ll likely want to know how you’re doing it. Read this chapter when you think you’ll find it most enriching.

The next six chapters each provide a self-contained look at each phase of the **LISTEN** formula. We’ve drawn on the worlds of laboratory science, popular psychology, business and parenthood to illustrate and explain the reasons for the silly pictures you’ll contrive from names, answer questions on the often fascinating subject of names, outline uses for the names you’ve recorded and describe the side benefits of improved listening skills. These, too, can be read as you progress.

The final chapters scan the wealth of additional memory skills you can have at your fingertips.

Name memory is like the old Carnegie Hall joke. To get there, you simply practice, practice, practice. We strongly suggest you work with a group of other One Minute System learners. Not only will the group provide members with mutual help and support, but it will also provide a ready means to compare progress.

Learning is much easier when you know how well you’re really doing.

*Learning the system
can be recreational
and fascinating.*

*You may well find
yourself envisioning
outlandish pictures
to signify names for
the sheer sport of it.*

Above all, don't treat learning the One Minute System as a chore or exercise. In many ways, learning the system can be recreational and fascinating. You will find that putting it to use delivers new ease in dealing with people. You may well find yourself envisioning outlandish pictures to signify names for the sheer sport of it. The questions you initiate about people's names often open up intriguing vistas of colorful history and cultures.

And, as you learn the system, your improving skill in remembering names will strike down barriers between yourself and other people. As those fall, you'll have a golden opportunity to explore, exploit and enjoy the intricate social fabric of which you form a part. Everyone you meet has his or her own unique story to tell, insights to offer and experiences to relate.

As the name memory barrier falls behind you, the riches that await are virtually unlimited.

2 CHAPTER TWO

Name Power in Perspective

Flags fluttered against the bright autumn sky where a thousand balloons would shortly join the celebration below. The high school band capped its pre-ceremony medley with a fanfare. Milling spectators silenced their chit chat, knowing that, within minutes, they'd get their first look at the edifice which had preoccupied their town for seven years.

The unavoidable battery of platform dignitaries kept their remarks suitably pungent, relevant and mercifully brief, just as organizers had implored them to do. As he finished the introduction he'd written and rewritten for weeks, the mayor raised his arm to punctuate his best rhetorical tone.

*I give you the
man most entitled
to officially open
this achievement,
a man without
whom this day
would never have
arrived, I give
you... uhhh...*

“Now the moment we’ve all waited for,” he blared. “I give you the man most entitled to officially open this achievement, a man without whom this day would never have arrived, I give you... uhhh...”

As the mayor grabbed his official commemorative program to remind himself of the name, the man-of-the-hour fought to suppress a glower – and lost. The now murmuring crowd would remember him forever as “uhhh” and he knew it. Was it mere coincidence that, when finally introduced, the man-of-the-hour “forgot” the name of the city? Outlandish? Maybe. But it’s a true story.

We’ve all heard the stories that ring just true enough to be mere legend. There is the mythical country preacher who forgot the bride’s name and ended up marrying the groom to the maid-of-honor. Then there are the not nearly so mythical car salesmen who call everybody “someone as intelligent as yourself,” mostly because they never remember who they’re talking to. And we all know glad-handers who call everybody “kiddo,” “sport”

or “man” regardless of sex, athletic ability or age.

And we all know glad-handers who call everybody “kiddo,” “sport” or “man” regardless of sex, athletic ability or age.

Not all of us have misadventures remembering names that bring us our 15 minutes worth of fame as pop culture history milestones – or even footnotes. Time and again, our lapses just make us look as graceless as we feel. We struggle to connect names to familiar faces. We strive even harder to disguise our difficulty bringing

names to mind. Our main achievement in all this endeavor is to drive the names even deeper into the unfathomable depths of our minds and to attract attention to the inability that we so desperately want to hide.

Loss of memory for names strikes on the most inconvenient occasions. Who hasn't walked the gymnasium floor at the high school reunion trying to remember the names by which to reassure former classmates that they "haven't aged a bit"

Wedding receptions, christening parties and funerals rank high as places where one's memory for names

completely vanishes. It usually disappears just as someone asks the ever popular question on such occasions: "You remember me, don't you?" You start to wish you could ask someone, "Did I know that person in high school?" Then you start to wonder

what you'd do if the answer came back, "I should hope so, that's your cousin." Meanwhile, the person has figured out you don't remember after all, has started loudly giving you hints and all eyes in the room seem to be watching.

Our names have been our "badge of honor" ever since the cave.

Ever watch people try to avoid admitting they've forgotten names on purely social occasions? Try it sometime. The cocktail party guest arrives with a friend and loudly announces, "Everybody, I'd like you to meet my friend, Bruce. Everybody, this is Bruce." When you're not occupied introducing yourself to Bruce, just watch how many fellow guests he addresses by name.

When foursomes are being chosen at your golf club, count how often you hear suggestions such as, “Get that guy with the five stroke handicap.” Or, “That gal in the blue outfit came in two under par yesterday.” Wouldn’t it have been easier all round if they’d just used the names? Sure it would – if they remembered them. Names lost in the mental mists take their toll in business and professional life too. Everyone had at least one high school teacher who devoted a few minutes of the first class of every term filling out a seating plan. That teacher usually also had students who delighted in switching seats to go through a session under a friend’s name.

How many sales are lost when the satisfied customer comes back to the “friendly rep” who came up with that great deal last time – only to hear, “I’m sorry. What was your name again?”

When you’re negotiating with a boss, does it help to remember the secretary, bookkeeper and receptionist by name? How many voters sour on politicians whose sincere, firm handshake never comes with a name? Do employees respond more productively for managers who greet them by name in the morning?

In strict truth, no one can answer with absolute certainty. There is no known method of measuring academic achievement which students never attained. Neither can you measure sales never signed on the dotted line, how much sweeter a deal might have been, votes lost

Like any other human relationship, a sale functions best when buyer and seller are at ease... we are most inclined to buy the sizzle and the steak the waitress offers.

by sloppy social graces or how much harder an employee might have worked.

But we do know names play a key role in human relationships. Our names have been our “badge of honor” ever since our cave-dwelling ancestors stopped identifying their offspring with multi-toned growls and grunts. Surviving ancient art, pottery and weapons routinely bear the names or marks of their craftsmen creators.

Throughout the ages, names grew in symbolic power. The world trembled more at the names Napoleon, Alexander the Great and Genghis Khan than the armies of France, Macedonia and the Mongolian wilds which those names came to represent.

The Romans formalized names as symbols of honor, power and achievement. Julius Caesar gained the name Britannicus to commemorate his conquest of ancient Britain. But long before Caesar, a grateful republic renamed Fabius, Fabius Maximus when his armies defeated Hannibal’s elephant-equipped Carthaginians. The Fabius Maximus name replaced the name Fabius Contractor, bestowed in contempt of his battle strategy. As modern day builders would rather forget, the name means “I go slowly.”

The place which names hold in our modern day psyche is shown in the name-plates that identify the doors, desks and parking stalls of those who act as our leaders. We write, print, carve and emboss our names on business cards, tee shirts, letterheads, public washroom walls, framed diplomas, and the school desks on which we earned them.

Nothing denotes the importance we attach to names more than the fact that we mark the graves of the dead with them. The Pharaohs had their names cut deep into pyramid stone. In other societies, children learned to recite the names in their lineage.

We place the names of our dead on individual monuments, memorial walls, plaques and book dedication labels. Our name is not only the first gift we receive from our parents at birth, it's also what we are most careful to enshrine at death. It's the single part of our identity that we and our loved ones most want to live on.

When we remember people's names, we satisfy their yearning for honor, respect for their achievements and, in a sense, their striving for a form of immortality. Thus, remembering and astute use of names can translate into a powerful, everyday tool.

Communication is critical to today's information-centered society. Information unshared is information that fails to reach its potential. That is axiomatic whether we're dealing in initial sales, customer service, negotiation, management or the art of public speaking.

Essentially, when we sell something, we establish a basic human relationship – which, like names, dates from the cave. The trek toward human economic well-being began when our ancestors first discovered the value of the hunter and the farmer each doing what they do best and trading the results.

The most basic of human instincts demands that each listener pay heed for an answer to the question, "Will he mention me?"

Like any other human relationship, a sale functions best when buyer and seller are at ease and concentrating on the matter at hand. So, we are most inclined to buy the sizzle and the steak the waitress offers, the transportation and self-image the salesman sells with the car, or the feeling of security the account representative offers with the mutual fund, when the seller remembers our name.

Names are even more essential to customer service. The object of customer service is, after all, to keep the customer content. According customers basic courtesy by acknowledging their unique identity when you call them by name is no substitute for promptly and thoroughly catering to their needs. But it's one of the touches that readies customers to prize the service they receive. It's as simple as going to the service station, dry cleaner or financial planner where you're made to feel welcome and appreciated. As we've seen, that means calling the customer by name.

The negotiator's skill is more than achieving compromise. To hammer out a deal, the negotiator must establish common ground with his counterpart across the table. Without that, the other negotiator will be unable to bring forward her idea on the common interests that form the nucleus of the bargain. No doubt, the two skilled representatives of either side would eventually find the common ground they need if neither remembers the names of the other's negotiating team. But it doesn't take Henry Kissinger's insight to realize that knowing those names would hasten matters.

North American managers are making strides toward fostering the healthy work attitudes so essential for their teams to

succeed. According staff the basic courtesy of calling them by name is the first step. Co-workers on the team are most likely to develop the loyalty, team spirit and feeling of participation when the team leader recognizes their individuality by using their names. It's far from the total answer. But without that courtesy, establishing the rest of the necessary working relationship will be an arduous task at best.

Finally, the “name power” we are learning to tap in One Minute Name Memory has obvious implications for the art of public speaking. And if that sounds vaguely familiar, it's the example that began this examination. The mayor who forgot the guest-of-honor's name vividly experienced the perils of name power in reverse. Recognizing individuals by name from a lectern is more than smart diplomacy. It is also a method of establishing the most basic element of communication – getting the attention of the intended recipients of your message.

Ears begin to prick up in an audience the moment some people in that audience are mentioned by name. The most basic of human instincts demands that each listener pay heed for an answer to the question, “Will he mention me?”

3 CHAPTER THREE

The One Minute System

One Minute Name Memory is easy; in fact, it looks too simple at first. Beginners sometimes think nothing comes this easily. They're wrong. Taken seriously, One Minute Name Memory puts a dynamic tool a quick thought away.

Learning and using this vital mental mechanism really requires only that you want to! Powerfully motivated people do amazing feats. They lift massive weights. They become fluent linguists. They walk again after crippling injury. Luckily, One Minute Name Memory doesn't demand super-human desire.

*Taken seriously,
One Minute
Name Memory
puts a dynamic
tool a quick
thought away.*

Older people are often the butt of bad joksters who ridicule grandma and grandpa's forgetting everything from where they put the car keys to where they

put the grandchildren. But tests at the University of Colorado show the elderly can remember as much as college students in their twenties. They can do it without any tricks or techniques. All they need is familiar surroundings and no pressure.

After seeing a diagram of a room with 40 everyday objects drawn in, 28 retired people lived up to the bad comedians' expectations. They remembered where few objects were when asked to recall the locations on a blank map. But they started remembering 25 or more when they tried again in a real room with real objects in it. The seniors then fully matched college students in remembering which pairs of geometric shapes were similar. At least, they did until researchers pulled out stop watches and started timing them.

People's names are the two most important words in their 400,000-word English vocabulary.

There is an easy first step toward getting names off the tip of your tongue and into the owners' ears where they belong. That first step is remembering all the embarrassment, social setbacks and business reversals you'll avoid. But, maybe you like all those ever-so-subtle gimmicks people use to avoid names they've forgotten. There's muttering, shuffling and ever-popular epithets like, "Hey, you." If that's what you'd rather call your dates, the bank manager and your customers, close this book right now! One Minute Name Memory is not for you.

Remembering names does not depend on intelligence. Generally, it is a skill that we can develop. Above all else, everything depends on your wanting to recall a particular person's name. It helps to bear in mind that people's names are

the two most important words in their 400,000-word English vocabulary.

You can do it.

The skill to make the task easier is based on what we call the **LISTEN** Formula.

L = Listen Carefully

I = Initiate Questions

S = Say Both Names Three Times

T = Translate The Name Into a Silly Picture

E = Etch the Picture onto a Key Facial Feature

N = Note It

Listen

It's trite but true. One main reason we don't remember names is because we aren't listening when we are introduced. We're too busy forming first impressions. Too often, we're preoccupied listening for our own names. After all, our names are the two most important words in our vocabulary as well. Also, there are times when we just don't bother to make sure we heard clearly. Or maybe you were listening and the name was mispronounced.

When you run into the fellow on the street, he won't be wearing his name tag, or his dinner jacket, either.

Those habits must be broken. Be sure you get the name. Be sure you get it right, right from the start.

The longer you wait to make certain you get a name straight, the harder it becomes. Ask yourself which you find less embarrassing: would you rather repeat your name once or twice during an introduction or have the fast friend you've made after two hours of dinner conversation awkwardly ask at parting company, "What was your name again?"

If you're not absolutely certain of a name you hear during an introduction, don't be afraid to spell it out. That avoids embarrassment later. It lets you focus on the name by visualizing each letter in your mind's eye. It lets you mentally

emblazon the letters on your mental image of the person's face. It helps to imagine the letters branded right across the person's forehead.

Initiating questions doesn't just help focus you on the name and the person... It's also an ideal conversation opener. By asking questions about the name, you are showing interest in what is very likely the most important aspect of that person's identity. They will respond.

Focus on the person's name and face. Don't be distracted by what people are wearing. They'll have changed clothes when you meet again, anyway. Also, don't depend on those name tags people wear at conventions. When you run into the fellow on the street who engrossed you in two hours of your best dinner conversation ever, he won't be wearing his name tag, or his dinner jacket, either.

Initiate Questions

A sure-fire way to focus your full attention on the name of someone to whom you've just been introduced is to ask questions about his name.

Some frequently helpful, inoffensive questions are “Does your name mean...” or, “Are you related to...” or, “Do you know a family that has a name like yours in...” or, “Are you related to the famous...” It's also helpful, in remembering names, to know the person's country of origin. Make no mistake, some people do find that question in poor taste. Offhanded joking avoids unpleasantness. Few people take offense at being asked “Are you Irish?” If the answer is, “No, I'm from Pakistan.”

Remember the old truism that “a picture is worth 1,000 words”? It became a truism because it's true.

Initiating questions doesn't just help focus you on the name and the person to whom you're being introduced. It's also an ideal conversation opener. By asking questions about the name, you are showing interest in what is very likely the most important aspect of that person's identity. They will respond. They will want to show interest in you. And that will launch some of the best conversations of your life. By the next time you meet, you will be acting like life-long friends.

Say It Often

The key to memory is spaced repetition. Most psychologists know this; kindergarten teachers use the technique every day.

They will recognize what you're doing when you try this, but they won't mind.

Develop a habit of using the name, and therefore reviewing it, three times with breaks between.

What you're doing need not be obvious to anybody but the most trained observers. No one else will even notice when you repeat the name once when you're introduced, repeat it again during conversation and again when you leave. "Hello Mike Mallory. Nice to meet you. How is Mike Mallory enjoying the dinner? Good night Mike Mallory. Hope to see you again soon." It can be as simple as that.

Translate Into a Silly Picture

Now you've got the name straight. You can pronounce it. You can spell it. You've even started to associate the name with the face. But you have barely started to file it away in your memory yet. There is no point having it in there if you can't pull it out quickly when you need it.

Believe it or not, the quickest, easiest way to do this is to think of a picture – the more ridiculous the better! The picture should represent or "sound like" the name.

For instance, to remember the name Brian Lee, the originator of the One Minute System, first envision an object that will remind you of "Lee." (He likes to envision a Confederate Flag, General Robert E. Lee, get it?) Then envision something that reminds you of, or "sounds like," the name

Noses are often so distinctive that they become the most immediately memorable.

“Brian.” His mental picture is a disembodied, bloody brain. It also could work with Briars, or bran if you’re squeamish. Now envision a 50-foot Confederate Flag waving away with its pole stuck in a gigantic bloody brain or a box of bran cereal.

There is a reason for all this. Remember the old truism that “a picture is worth 1,000 words”? It became a truism because it’s true. People remember visual images far more readily than words – even if they’ve envisioned them branded on a forehead already. A picture is a more vivid image. It has a higher impact. That is why teachers teach the alphabet with flash cards – pupils more readily recall the pictures. Ask yourself where you were the day Team Canada beat the Russians, or the day the Space Shuttle Challenger exploded, or the day President John F. Kennedy was killed. Now, ask yourself whether you remember those as simple facts or as images of roaring hockey fans drowning out incoherently jubilant sportscasters, billowing deadly vapor trails crossing a suddenly hostile blue sky or the abrupt panic in the limousine in Dallas. Most people remember the pictures and everything we associated with them at the time. It works precisely the same with names. The more vivid the image we associate with a name, the more likely we are to remember that name.

We associate names with nonsense images partly because there is a shortage of dramatic images such as the death of popular public figures. Also, mostly we do it because of the particularly powerful impact of humor and general nonsense. What school child of the 1950s remembers the vowels without thinking of the Alice In Wonderland cartoon Caterpillar singing the “vowel song”? Who thinks of former US Vice President Dan Quayle

without immediate associations with all the humor connected to his name – such as his insistence that “potato” is spelled with an “e.”

There's more.

Etch the Picture onto a Key Facial Feature

Now that we have the name in the most memorable form we can get it, it's time to associate that name with the face. In other words, now that we remember the name, let's also remember to whom it belongs.

Visualize the silly picture you've conjured up from the name again. Now imagine it pasted on the most recognizable feature of the person's face. When in doubt, try to see it on the end of the nose. There you have it. The name, in its most memorable form, directly associated with the most memorable part of the person's face.

Picking the most memorable facial feature as a “frame” for these silly pictures isn't as easy as it sounds. It is the one skill needed

for the One Minute System that many people find most difficult.

*If the name is Bob
Sharp, imagine a
huge musical symbol
bobbing for apples.*

Check the forehead. Is it high or low? What color are the eyes? Are they close together, far apart or narrow? Are the nostrils narrow or flared, the cheeks full, sunken

or dimpled? Is the nose wide, narrow, red, broken? Are the eyebrows arched or straight? Is the chin juttred or receding? Is the mouth wide or thin? Is the nose bulbous, hooked or a Bob

Hope ski jump? Noses are often so distinctive that they become the most immediately memorable.

Choosing the most distinctive facial feature does take practice.

Note It

It's helpful to observe as much as you can about the person whose name you want to remember. The more distinctiveness you can associate with the name, the easier it will be to remember. Your observations can pay dividends in other areas.

When you meet someone, make four notes, preferably on the back of a business card. Never be caught without a business card yourself.

On the back of the card, write down the date of the introduction and the event where the introduction took place. Then note the person's greatest interest and the activity in which you were participating at the time. Once on your Rolodex, the cards make a fine supplement to your memory. But unless you plan to carry the Rolodex everywhere you go, your memory for names needs to be well-honed.

If you're regularly attending a particular meeting, but not often enough to have all the names at your beck and call, make a list of the people you do know there, and review it before you arrive.

In certain circumstances, the cards have another use. When the person you've met is someone you definitely want to impress, the cards can be used, with the aid of a computer, to create

and send follow-up letters to continue contact. A note that essentially says “Thank you. It was nice meeting you. Let’s do it again sometime,” comes rarely enough to make an impression.

Practice, Practice, Practice

The One Minute System is quick and easy. Still, like anything else worth mastering, it must be learned thoroughly through repetition and practice.

A full month of practice works best. Try using the One Minute System to remember one name a day at first. Then after two or three weeks try remembering two names, then three and more. If possible, try learning the system with a friend or group of friends. Comparing notes on your progress at the end of a week can work motivation miracles. The support from the rest of your group can be of immeasurable help.

Let your imagination run wild.

If the name is John Smith, think of Smith as a blacksmith’s forge. Then picture it in a men’s room. Etch the picture on his protruding chin.

If you are introduced to Dinah Walkerton, try picturing legs under a walking postal scale weight, clearly marked as a ton, striding up behind a dinosaur. If Dinah has a high forehead, you’ll need the space to hold that one.

Maybe the name is Bob Sharp? Those who took piano lessons will immediately imagine a huge musical symbol bobbing for apples. That one would even go nicely on a pug nose.

And if the name is Patty Rowbottom or Lance O'Boyle, consider it a gift. No one need ever see the pictures in your mind's eye – or where you put them on the face – but you.

Now, Put the System to Work

There are a few key elements to use when you begin using the system to remember the names of the people you meet and be remembered by them. That is the other objective of learning One Minute Name Memory.

When meeting large groups of people, don't rush. Don't be stampeded; it is not a race. Under no circumstances pass up the opportunity to say hello and get the name right.

Repeating the name is essential. Make it a habit never to let go of the hand until you have repeated the name. The person you are meeting will appreciate the attention and you will have taken the first step to remembering their name later.

Take the first opportunity to review the names you learned. While people you've already met are being introduced to others, you can be going back over the names to get them filed away in your memory system.

If you miss a name, don't panic. It's not the end of the world. If you spot someone you don't know at a gathering, the first and easiest way out is to ask someone who knows, usually the host. Just ask. Don't be obtrusive and don't point. It can also help to listen for clues to the person's identity. Chances are the person will say something that will trigger the memory of the silly picture you've attached to the most memorable facial feature. If you're regularly attending a particular meeting, but not often

enough to have all the names at your beck and call, make a list of the people you do know there, and review it before you arrive. If the group has a membership list, get it and review it for people you already know.

If all else fails, if you don't know, say so. People easily spot a faker who is merely pretending to remember their name. And when the faker is exposed, the result is double the ill will he was trying to avoid in the first place.

4 CHAPTER FOUR

What You Imagine Is What You Get

Achievers of all kinds know the power of motivation. That dictum is ingrained in our culture – from the football team that tore up the field to “Win One for the Gipper,” through “The Little Engine that Could” and the ant with “High Hopes” who made off with rubber tree plants. Earlier this century, “The Miracle Worker” inspired movie-goers. Modern day Canadians of all ages run cancer fund-raising in memory of Terry Fox, the artificial-legged athlete felled by the disease halfway through the first such run across the continent. And we were all at least slightly awestruck as we watched Reagan White House aide, Jim Brady, fight his way back to active,

Canadians of all ages run cancer fund-raising in memory of Terry Fox, the artificial-legged athlete felled by the disease halfway through the first such run across the continent.

productive life after a stray assassin's bullet left him immobile.

Perhaps it would help to better appreciate the power of positive motivation if we were to examine what happens when our drives turn sour.

"I have simply come to the point of despair. My mind refuses to think clearly and I am not able to cope." Those words of glum desperation were written by a 52-year-old California university administrator, at the height of his career, just before he jumped to his death from San Francisco's Golden Gate Bridge. Such feelings among heads of large organizations are common enough to have a nickname, "Winner Depression." Increasing numbers of victims in our modern era of management purges and restructuring report similar feelings of isolation, insecurity, desperation and the sense that they can no longer cope with their familiar, yet new, surroundings. Many major name companies now employ consulting psychologists to watch for, and intervene in, "Winner Depression" and other disorders.

At this point, you can easily be forgiven for asking, "But what has all this got to do with

The axiom never graduated to become a cliché, but probably should have! "Work is measured by accomplishment, not by effort or by fatigue."

remembering names?" In all honesty, there is a connection in theoretical principle only between the will-to-succeed required to endure the pain of running across a continent on an artificial leg and the drive you need to learn the skill taught in One Minute Name Memory. You don't need to

fall into suicidal depression to fail to learn it either. Simple disinterest will do that.

But the connection does exist. As noted earlier, the essential ingredient in One Minute Name Memory is the craving to remember the names of people with whom you would like to form better bonds. Naturally, that also means you need the confidence that you can succeed. Chances are, you have both already. After all, you've likely already decided that your memory for names is something you'd like to improve. That puts you halfway to your goal already. Once you examine One Minute Name Memory further, you'll find it an easy system in which to place your confidence. It does not require the will to move mountains.

An old high school physics axiom applies here. The axiom never quite graduated to become a cliché, but probably should have! "Work is measured by accomplishment, not by effort or by fatigue." As you learn One Minute Name Memory, don't let your North American work ethic make you feel guilty that you aren't wearing yourself out doing it. Build your confidence by keeping track of the progress you've made. That is one reason One Minute Name Memory recommends you meet regularly with others learning the system to compare notes and for mutual support. That is where you'll need to assess your name memory achievements, if you haven't done

That company's chief executive now goes to the office at least an hour early every day to review the vision statement and read books. He thinks that hour is some of his most productive time.

so already, and gradually bolster your belief in the system by actually watching it work.

The best way to tap into the power created by your motivation and attitudes is to consider how others make use of these. Modern corporate leaders rely more and more on motivation aids to beef up productivity in today's ever more competitive markets.

A southern US securities firm, for instance, uses carefully derived "vision statements" to foster accomplishment by its staff. It came about when the company recognized a need for "joy, challenge and pride" in its work environment. The theory involves the use of statements describing the outcome of attaining the goals of the company as a whole, as well as in particular divisions. The technique ensures that positive expectations are shared within the company. This diverts management's focus from what could go wrong to what could go right. The mere act of compiling the firm's list of 36 goals transformed the insecurity which was plaguing some staff into new excitement at what they could expect to find and gain in their professional lives.

That company's chief executive now goes to the office at least an hour early every day to review the vision statement and read books. He thinks that hour is some of his most productive time. And there is a scientific basis for this practice.

Psychologists theorize people can learn new habits by repeating the desired behavior for 21 to 28 days. That, incidentally, is one reason for our suggestion that you actively practice One Minute Name Memory techniques for at least

three weeks, a few minutes a day, to make them part of your normal mental repertoire. In the case of the southern CEO, he consciously set out to form a daily habit of drawing inspiration from reviewing his vision statement. After the habit was formed, he began to look forward to the time he'd spend and the benefits attained. He expanded the time to a daily review and improvement of the company's vision, goals and plans to achieve them.

In fact, some experts highly recommend setting aside a "Golden Hour" every morning for personal improvement.

In learning One Minute Name Memory, your work group would benefit from devoting a few careful minutes to compiling a similar list of the benefits you realistically expect from learning to remember names. Don't be surprised if everyone comes up with differing expectations, variety being the spice of life and all that. Review the list daily to remind yourself why you're setting up and following individual action plans to learn the system and compare progress. Who knows? The five to ten minutes a day you devote to reviewing your One Minute Name Memory vision statement could expand into a Golden Hour all your own.

The five to ten minutes a day you devote to reviewing your One Minute Name Memory vision statement could expand into a Golden Hour all your own.

Consider another successful Southerner, pioneer broadcast magnate Ted Turner. In 1963, Turner inherited his father's bankrupt billboard business, which he gradually transformed

into the \$7 billion “Ted-a-Vision” we now encounter on TV sets around the world, as well as in airports, grocery store video rental sections, and movie theaters. The empire now includes the Cable News Network and a variety of other cable TV services, sports teams and the MGM film library.

In a sense, the Turner touch is summed up by a now famous comment he made to an associate when he learned he was to receive the Martin Luther King Jr. “Salute To Greatness” Award. “I feel awkward accepting awards just for doing what’s right,” he confided.

Whether the America’s Cup yacht racing champion, who once disliked water sports, is expanding his empire or putting its

Others may realistically expect that remembering names will bring about better, more personal, relations with customers – resources you may wish to devote to a favorite hobby, your church, a community activity or your family. Why not remind yourself of it that way?

resources to work to establish the Goodwill Games or any of his other international peace and environmental causes, Turner is known for swift but cautious decision making and action. Associates tell interviewers that Turner channels energy and aggression into a positive force, and an intense dislike of defeat into the persistence necessary for achievement. And, by most accounts, he never loses sight of his complete higher goals of improved international communication and generally making the world a better place.

“I think he’d like to be known as someone who brought the world together in a better understanding of fellow men,” one associate told an interviewer. “I think CEOs who are successful are builders of people and builders of organizations. I think that if you surround yourself with the best people you can, you can’t go wrong.”

On a much smaller scale, a similar approach will pay dividends on learning One Minute Name Memory. For instance, be sure you understand the benefits you expect to gain from remembering names when you compile your list to review and motivate yourself. In other words, if you want to remember names to influence your superiors and better your chances for advancement, list the benefits and use them to best motivate yourself when you review. You may also want to remember names as a means of getting off the social sidelines. That is another objective to keep front and center when you inspire yourself. Politicians will want to remember names to more effectively influence those they hope to persuade. Again, that objective should be at or near the top of their “vision list.” Others may realistically expect that remembering names will bring about the higher incomes that result from better, more personal relations with customers – resources you may wish to devote to a favorite hobby, your church, a community activity or your family. Why not remind yourself of it that way?

Don’t limit your vision of the benefits you expect to gain from the One Minute System. For you, impressing the boss may be the biggest benefit you expect to gain. But if you’d also like to use the skill to enrich your participation in church discussion groups, the singles bar scene, your service club meetings or

the company softball league, don't ignore those benefits on the list you review to inspire yourself. The more real benefits you expect to take advantage of, the more motivated you'll be.

Don't sap your energy dwelling on your name memory failures. You'll have some, at least at first. Concentrate instead on your successes. You would have had a much harder time learning to ride a bicycle as a youngster if you had become preoccupied with falling off. It's the same with One Minute Name Memory. The more you focus on the progress you will make, the quicker you'll make progress. Concentrating on failure is a waste.

5 CHAPTER FIVE

Understanding Memory

Memory defines human greatness. It predicates our intellect, ideas, discoveries, literature, art and science. Without memory, there would be no glorious mysterious process of reviewing and intermingling facts and intuition. Humans have used that mental deftness to split the atom, cure disease, write plays, books and music, and build machines that explore the universe.

Imagine Romeo and Juliet, had Shakespeare been unable to remember a glorious sunrise when he penned: “But soft, what light through yonder window breaks?” Without Einstein’s mathematical memories, there would be no awesome theory of relativity.

Picture Wayne Gretzky or Babe Ruth having to relearn which end of the hockey stick or baseball bat to hold every time they used it.

Luckily, we are blessed with memory. We've taken it for granted since the dawn of time. In recent years, we've even begun to better comprehend its workings and improve on it.

According to experimental psychologists, the word "memory" really describes a whole range of mental processes. We use these to translate experience into ability.

Since the 1950s, researchers have shown there are at least two distinct types of memory. One stores skills; the other retains facts. Likely the two are stored in different parts of the brain using different biochemical processes.

In One Minute Name Memory, we offer a skill that helps you recall facts. The facts you remember – names and the faces to which they belong – may pale beside the Mona Lisa, polio vaccine or other memory-driven human achievements, but it will simplify life for you and others.

An intimate knowledge of the psychology and hydromechanics of memory is no more essential to One Minute Name Memory than it was to Leonardo da Vinci's creation. It may, however, be helpful to look at some basics.

A famous tragedy provided concrete clues that skills and fact storage are in separate centers of the human brain. It was a classic case of a cure gone awry that led to that insight. In 1952, doctors removed a small section of a 27-year-old epilepsy patient's brain. Their attempt at a cure did make the seizures less severe after the surgery, but the patient, known as H. M., lost the ability to learn new facts. H. M. had been introduced to his doctors countless times. He still forgot their names within minutes. More troubling was his inability to ever remember

that his favorite uncle had died. The shock and grief were new, terrible experiences each time he learned of the death. Yet his ability to solve puzzles improved; he just never remembered having solved them. There it was: concrete, undeniable evidence that one section of the brain puts facts into storage. Another brain center, which H. M.'s doctors had left intact, learns and stores skills.

It helps to think of your memory and brain as a vast, infinitely complex library. When you go into the reference section, the librarian asks you questions, or the library index presents you with a series of prompts. In either case, your answers help guide you to the information you're looking for.

We give our memory a similar series of conscious or subconscious prompts, or memory triggers, to quickly ferret out facts, such as names and faces, from our mental library. Ideally, the prompts or questions we pose to ourselves will be at least as effective as those we encounter in the library reference section.

When we learn, we file information in our mental libraries. To "call up" specific sets of facts quickly and easily, we pose questions to our "mental reference staff" or our "mental index structure."

Library reference staff are trained to distinguish between open, closed, and neutral questions. Open questions, such as "What do you think of our geology collection?" let the user respond without restrictions. Closed questions are tightly structured so the reference person can guide the library user. A closed

question would be “Would you ever use Renaissance materials?” Neutral questions are also structured, but they let the user freely respond. For instance, a neutral questioner would ask, “When you research psychiatric history, will you require non-conventional sources?”

When we learn, we file information in our mental libraries. To “call up” specific sets of facts quickly and easily, we pose questions to our “mental reference staff” or our “mental index structure.” With a little work, we can do it systematically.

One theory states that when we read a story, we file the information using a general idea of what the story is about and the way it is put together. We “file” these as reference points in our mental indexing system. We use these to remember and to understand. We assign relative importance to particular passages, to relate each passage to others and to draw inferences.

When we use different reference schemes, our comprehension and memories differ. That is particularly true when all or part of what we are learning is ambiguous. Research also verifies the common belief that the more familiar the material we are trying to remember, the easier it is to recall.

When scientists asked groups of Asian Indians and Americans to read stories of both an Indian and American wedding, each

We file the information using a general idea of what the story is about and the way it is put together. We use these to remember and to understand. We assign relative importance to particular passages, to relate each passage to others and to draw inferences.

read passages relating to their own culture far more quickly. They also remembered far more of the more familiar passages. Memories of the less familiar material were less detailed and more distorted. This little fact of life is the reason that various types of writers have evolved common, familiar ways to structure their information. One such example is the common scientific report writers' format, "purpose, methodology, results, conclusions," that we learned in high school.

When we pose the question, "Who is this person?", to our mental libraries, we trigger a whole series of questions in our internal reference system. Luckily, we don't ask ourselves these questions consciously. The long awkward pauses when we meet people to whom we've been introduced before would be unbearable. Our brains process the series of questions and answers which associate a name with a face without our having to think about each step. They do it according to the reference structure we used when we stored those names and faces in the first place. Thus, the way we structure our mental filing system assumes critical importance. When we go on autopilot, we need to be asking ourselves the right questions.

To test which questions work best in libraries, students preparing for seminars on highly specific and general topics were divided into three groups. Each had to obtain scientific articles from the library on their topics. The first group received forms that asked them to describe the topic they needed and provide any details they thought would help the librarians to find the material. The second group had to identify keywords that best described their topic, synonyms for those words and the titles of any articles they thought would

serve their purposes. The third group filled in forms that had them describe the articles they needed, the author's probable purpose, as well as the experiments, results and conclusions that might be reported.

There were no significant differences between free-ranging and structured questions in terms of the "matching keywords" they produced for librarians to use in their searches. Both produced identical averages. The results did show that the wide-ranging questions produced longer responses that not only produced the reference words the librarians needed but also provided more words that proved useless.

If the information being retrieved is specific, such as a face and the name that goes with it, a few well-chosen reference points do the job and extra verbiage isn't worth the effort. But, with more complex questions, it is possible that more reference points could aid recall.

The "silly pictures" into which we translate names in One Minute Name Memory are precisely these types of reference

The hippocampus is the center of ability to remember how objects relate to each other. The amygdala, in monkeys at least, stores information with emotional overtones.

pointers. Because we create them, they are highly familiar. As your skill in the One Minute System improves, you'll also find that the most effective pictures you create are those that are most specific. That is, they will evoke the most specific memories of the name. Those "most effective" pictures will also present the least opportunity for confusion. The

silly pictures, etched in our mind's eye on the most memorable feature of a face, have another advantage: they are visual images. Most of the reference points people use in remembering are visual. That is, we best remember what we see.

Our visual memories are processed in the hippocampus and amygdala sections of the brain's limbic system. Tests with rhesus monkeys show the hippocampus is the center of ability to remember how objects relate to each other. The amygdala, in monkeys at least, stores information with emotional overtones.

To find which section of the brain deals with these images, a researcher taught rhesus monkeys a board game. The monkeys first learned to pick up a block off the board to get a peanut or food pellet hidden beneath. Then, they were shown the same board with the original block in place and a new block of a different size, shape and color. The monkeys quickly showed that they remembered what the original block looked like when they learned they only had to pick up the new block to get the food.

Without your amygdala, you could remember what your home town looked like, but seeing the town might not evoke the fond remembrances connected with living there.

The scientists then surgically removed sections of the monkeys' brains. With the hippocampus removed, the monkeys couldn't remember how objects relate to each other. With the amygdala gone, the monkeys could still remember such relationships, but their ability to remember their place in monkey society, or their grooming, or the circumstances that warrant fear was gone.

Transposing these findings to humans, Mortimer Mishkin, chief of neuropsychology of the US National Institute of Mental Health, postulated that if a human lost the hippocampus, “You would remember what the houses on your block looked like, but you might not remember which houses were next to one another.

“Without your amygdala, you could remember what your home town looked like, but seeing the town might not evoke the fond remembrances connected with living there,” he said.

All this makes the brain’s limbic system a seat of both emotion and memory. One prevailing theory is that the connection between emotion and memory is more than just physical. We can’t remember everything. The brain has to “decide” which memories to keep and which to discard. The theory is that we remember best the facts and events that have the strongest emotional connection. That is, we remember best the facts and events that evoke happiness, sadness, fear and, in the case of One Minute Name Memory, humor.

Some research even suggests that if we learn something when we’re in a particular mood, we will remember it best when we are in that same mood again.

The amygdala serves other functions. Researchers find that monkeys with that piece of brain fiber could still remember objects, when they saw them, that they had previously only felt in the dark. Animals without it could only identify those objects with a success rate no better than chance. Due to these and other studies, we know that each of our five senses is connected to the amygdala. Scientists believe this direct link to

the senses is what gives our minds their astounding power. The more senses we involve in remembering something, the more likely we are to remember it.

Scientists are still exploring precisely how and where our brains store our memories. Some scientists are looking at changes in neurons of sea snails after the animals had different learning trials. Others have found that the hippocampus responds more intensely for weeks after particular forms of electrical stimulation.

Undoubtedly, such research will produce practical benefit. But electrically stimulating one's brain regularly to better remember names – if it's ever shown that will help – does seem a bit extreme, particularly when One Minute Name Memory is a practical, simple alternative.

6 CHAPTER SIX

L = Listen Carefully

Listen carefully. It seems simple enough, but listening (like most other things in life) is a skill we learn, just like driving nails, baking, parenthood or remembering names.

The listening skill needed to start registering names in your memory pales by comparison to the honed hearing of a new mother who never misses the slightest change in baby's breathing, no matter how much ruckus her other offspring make.

But it is still a skill. Mastering it takes genuine desire and a bit of practice. And if you don't think wanting to hear something is crucial, remember the quite genuine surprise on your childhood playmates' faces when Dad complained that he'd been calling them home to rake the yard for a half hour.

Really listening to names you want to remember is the all-

important first step in the One Minute System. If you never heard the name, you never knew it. If you never knew it, trying to remember it is an act of futility. In this chapter, we'll examine some listening techniques that broaden your listening ability overall, as well as assist in recalling both names of a person.

Most essential is that you focus your attention on the names during that second or two it takes a person to introduce themselves. Like a garage mechanic awaiting the telltale rattle amid an engine's roar, seasoned name seizers have learned to put themselves on instant alert when a name they want to remember is about to be dropped. This is simpler than it sounds, since we often hear names first in introductions. That gives plenty of warning to go on name alert.

Just remember that hearing those names and getting them right is the key to your One Minute System for avoiding all

You'll spend a lot more time apologizing if you've carefully remembered to call someone Al Connor if the name is really Sal Canter. It sounds silly. But it happens.

If you never heard the name, you never knew it.

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those awkward pauses at your next encounter. And don't be embarrassed if you have to take a second to check and be sure you heard both names correctly. You'll spend a lot more time apologizing if you've carefully remembered to call someone Al Connor if the name is really Sal Canter. It sounds silly, but it happens.

Alert yourself to the series of cues people give when they're about to introduce themselves. With a bit of practice, you quickly learn that an extended hand and the words "Hello, I'm..." means that for the next second or two, your full attention must focus on that person's first and last names, and their correct pronunciation. If the name is mumbled, or obscured by the crash of a dropped tray of glasses, it's neither a crime nor a breach of etiquette to ask that the name be repeated.

Listening is not only a valuable skill, it is also applauded in our folklore and literature. Ancient mythology abounds with wise men who kept their own counsel and heard much of the world around them. Apart from Sherlock Holmes's fabled powers of deduction, much of the great detective's skill consisted of listening for clues in seemingly irrelevant conversation. On TV screens, Whoopi Goldberg, as one of the last survivors of a race of listeners, dispenses sage insight while bartending aboard Captain Jean-Luc Picard's starship, Enterprise.

Our prehistoric ancestors would each have had to discover fire on their own had they been unable to spread the news. Luckily, they were developing listening skills at the time.

Listening, and the understanding it implies, are essential communication skills. Communication, forms much of the basis for "people skills." Without listening, there is no communication. Without communication, we lose the ability to form business, social and family relationships. Meaningful listening requires the ability to crash the barriers to at least

one other person in order to expound or exchange ideas. That means the would-be listener is best advised to create situations in which individuals, each with his own quirks, are most willing to communicate.

In other words, our prehistoric ancestors would each have had to discover fire on their own had they been unable to spread the news. Luckily, they were developing listening skills at the time.

While it may be somewhat gratifying to simply dismiss your antagonist as a jerk, it accomplishes little else. You frequently find that, like most other people, they're simply doing the best they can.

Successfully engaging people in conversation – an essential component of listening – displays itself best in how well you deal with “difficult people.” Philosophically, we may all be “difficult people” to someone. It’s also true that some accepting souls find no one hard to deal with. Such observations lead the less philosophically inclined of us to tell tales of their cranky neighbors. While everybody may pose problems to someone, some present challenges to more massive multitudes. Communication technique and the creation of situations in which your listening can be most productive extend well beyond remembering names. Most people want to remember names as a communication tool; it’s worthwhile to take a quick look at other techniques that will foster the communication we hope for.

In day-to-day life, three things must be weighed in deciding whether the stresses and strains of our conversation and contact with particular people are worth it. First, it’s best to take others seriously, but not personally.

Second, if you don't know what you want to accomplish with someone who annoys and frustrates you, then decide what you don't want to keep happening. Otherwise, you're on a sure course for an invariably embarrassing and sometimes costly confrontation where no one wins. One useful strategy is to mentally anticipate and replay awkward situations with that individual in your mind. Don't commiserate with yourself. Look for clues as to what went wrong and ways to avoid the same happening again. It also serves well to set aside assumptions you've formed about someone in the heat of battle. While it may be somewhat gratifying to simply dismiss your antagonist as a jerk, it accomplishes little else. If you start assuming those assumptions are wrong and start listening, you frequently find that, like most other people, they're simply doing the best they can.

Third, it pays to be flexible, something the people who frustrate you cannot often do for themselves. When a conversation or relationship is headed for a hostile impasse, try a different approach. Keep in mind that everyone has a different personality style.

They're either assertive or passive, people-oriented or task-oriented and so on. If we become aware of the mix of these personality styles in any given person, we have the power to adapt our communication accordingly.

And the last option is prayer. Some believe the answer will come from a higher power if one listens for it closely enough. Still others believe their answers in such situations come from within. In either case, it's a source of inspiration.

In the end, you have six options. It's not just "love 'em or leave 'em."

If confrontation and stress are a frequent fact of your life when certain individuals are involved, you can both sit down and try to resolve the difficulty. That will test both your listening skills and your ability to be flexible. Often, people just don't communicate well – or at all.

Another option is to do nothing. In some cases, people prefer that option to any attempt to break down communication barriers. Without the constant trials and tribulations of dealing with one person, they'd have nothing to talk to anyone else about. An often underestimated corollary choice is to simply accept that the person causing you grief isn't likely to change and keep communicating. There are few people whom no one finds worthwhile. Each has something of value to offer. Listen long enough and you'll find it.

You could also try to change that person's attitudes. Sometimes you avoid constant confrontation by simply refusing to do battle. There are those among us who enjoy hostilities and go out of our way to provoke them. If you simply refuse

*Remember, it's
the fish that
takes the bait,
not the bait that
takes the fish.*

to reciprocate, your antagonist often eventually tires. Remember, it's the fish who takes the bait, not the bait that takes the fish. This works when one or both of you realize that if you continue you accomplish nothing. And the one person in the fight you can absolutely control is yourself.

Yet another alternative is to “vote with your feet.” If you don’t need to deal with an antagonist, don’t. Remember, 200,000 East Germans brought on the revolution which eventually freed that country by leaving it.

And the last option is prayer. Some believe the answer will come from a higher power if one listens for it closely enough. Still others believe their answers in such situations come from within. In either case, it’s a source of inspiration. Remember, you can’t win them all. If you develop your communication skills and get in sync with other people, you’ll win more. If you learn how people act and react, you’ll win a lot more, but you won’t win them all.

Above all, keep a sense of perspective. Ask yourself how much that important battle you’re having now will matter five years or even five days from now. Reduce your own stress with exercise, music, playing with your children or whatever else works for you. Some people find their stress reduced by having an aquarium or travel brochures close at hand to take their minds off the problems of the world. Get centered. When dealing with someone, forget the past, don’t worry about the future, and concentrate on the here and now. Control the heat of the moment by controlling your own emotions.

Try to communicate as if each day were your last on earth. If we learn to understand and get along with the difficult people in our lives, we’ll probably never come to love them, but we will often come to like them and win with them.

7 CHAPTER SEVEN

| = Initiate Questions

Asking questions about a name to make it more memorable is straightforward.

With each query, you're discovering new facets and nuances of the name. In pop psychology terms, you are creating more index references for your "mental filing system." Simply put, the more you know about a name, the more likely you are to remember it. The questions you ask substantially boost the memory aid you give yourself when you translate the name into a silly picture and follow through with the rest of the One Minute System.

The more you know about a name, the more likely you are to remember it.

As a bonus, there are few better conversation starters than asking about a person's name. People usually learn as much

as they can about their names. Invariably, they are willing to share what they know. After all, their very identity is involved. As you become skilled in asking such questions, you are also learning what will evolve into a welcome social skill, besides mastering one stage in your name memory process.

A few questions which can be asked about most names are self-explanatory and readily spring to most people's minds. Used sensibly, these obvious questions are the clearest, most diplomatic starting point.

If the name is similar to a celebrity, it's almost expected that you will ask whether there is any connection. Had the person you've just met and his parents not fully expected you to make Presley connections, the old folks wouldn't have named him Elvis and he'd have opted to go by another name long ago.

Names in a foreign tongue can have interesting and sometimes beautiful translations. If you believe you've spotted one of these during an introduction, be sure to ask. Was the person named

A name is the first gift most people give their child. Sometimes picking a name becomes a project for the entire family, and occasionally the basis for family feuds.

after a religious figure, a renowned scientist, or a sports hero? Just as with people who keep using celebrity names they received at birth, these names are clearly intended as conversation pieces – so strike up the conversation.

Some names are open invitations to questions concerning a person's origins, how long the name has been in the family and

what significance it holds. People with Scottish names who wear tartans are often most willing to discuss their clan at the slightest hint of interest. A coat of arms worn on a lapel patch or elsewhere in the wardrobe is an almost identical question cue.

Once you've looked for the obvious questions, it pays to remember that the better your questions, the more useful the information you receive. The more you practice and the more you learn about names, the more useful your questioning will be. And when you practice, it helps to remember a few simple truisms about names.

A name is the first gift most people give their child. Sometimes picking a name becomes a project for the entire family, and occasionally the basis for family feuds. Some people consult their religious traditions to help make the choice. Others consult everything from astrology to a variety of "Name that Baby" books to special computer programs. In some families, tradition is so important in picking a name, there is almost no decision left for the parents to make. If it's a boy, he's to be named after Uncle Hiram. If it's a girl, she will carry Great Aunt Sophie's name.

The choice of a name can have broad implications. These can extend far beyond the schoolyard teasing a child will receive if the parents decided to try to be funny. Names such as Mary Christmas, Rob Banks, Gail Tempest, Willie Hassle and Page Turner are the stuff of legend. It often pays to exercise extreme sensitivity when posing questions about names like those. Sometimes the name bearers are simply hapless victims of their parents' attempt at humor. They've kept those names

rather than hurt Mom and Dad's feelings. Discretion should prevail until you know whether attention to the "funny name," will be welcome.

Incidentally, the ramifications of names that some might consider unusual can be more extensive. For instance, an unusual name can result in a child getting lower grades in school. Psychologist Herbert Harari, of San Diego State University, determined this by testing marking habits of elementary schoolteachers. The teachers tended to give a grade to a grade and a half higher marks to papers, independently judged to be of equal merit, if those papers were written by a Michael, David, Karen or Lisa. Pupils named Elmer or Bertha tended to receive lower scores for equal work.

While this is a measurable tendency among teachers, it's not a fully ingrained trait that proves true 100 percent of the time. Determining whether the Elmer or Bertha you've just met has ever experienced such treatment could well evoke fascinating insights while providing you with a memory aid. Discretion is again indispensable.

Methods used by modern North Americans to name their children often provide more useful question fodder.

We increasingly honor our relatives by some means other than

The Elvira you've just met may not be named after the TV "B" movie queen after all. Her name could easily be a forced derivative of Elvis. She will probably find a good-natured question along those lines a welcome respite from the usual spate of "Princess of the Dark" jokes.

directly naming the child after the esteemed forebear. Some use translations of names. John can be Sean, Ian or Evan. Other parents use variations of a relative's name such as Eric for Erica, Alexandra for Alexander. The Elvira you've just met may not be named after the TV "B" movie queen after all. Her name could easily be a forced derivative of Elvis. She will probably find a good-natured question along those lines a welcome respite from the usual spate of "Princess of the Dark" jokes.

Many women today include their maiden name as a hyphenated bit of their married name. This can be difficult in some American states – traditionally, only the father's surname is used – and hyphenated names can get a little complicated. As an alternative in these regions, the mother makes her maiden name her child's non-hyphenated middle

Most often these names were selected with care and their significance even more painstakingly explained to the name bearer. They're not simply a banner of the bearer's identity. They're a source of family and cultural pride.

name. Diplomatically posed questions in these areas can lead to engrossing discussions rich with tidbits that will serve well in jogging your memory.

Other modern trends in names include adopting unique spellings for children's given names. Jessica and Kevin, for instance, can become Jessika and Keven.

A more pronounced trend is gaining ground among grandchildren and great grandchildren of immigrant families

who adopted traditional North American names hoping to assimilate more easily. Often, their descendants are now giving their children traditional names from their elders' homeland. Jewish families sometimes select Hebrew names such as Esther, Ilana, Benjamin, and Caleb.

The implications for friendly, memory-jogging conversations are obvious. Most often these names were selected with care and their significance even more painstakingly explained to the name bearer. They're not simply a banner of the bearer's identity. They're a source of family and cultural pride. A sensibly posed, well-meant question or two can evoke much insight that will make the name more memorable, broaden your horizons to include someone else's traditions and give the other person a chance to proclaim treasured heritage.

Most of the questions you'll pose are questions a normally curious sensitive and thoughtful human being would have asked even without One Minute Name Memory. The One Minute System gives you an additional use for the answers. If you think a question will be out of place or forced, it probably will be, but if you'd have asked it anyway, by all means go ahead.

CHAPTER 8

S = Say Both Names Three Times

It's simple. Once you've been introduced to someone, listened to and heard both the first and last names, repeat both three times. Preferably, work the repetitions into the conversation. There are two reasons for this. First, it's better than chanting, "Bob Loblaw, Bob Loblaw, Bob Loblaw" while getting to know Bob. Second, the mental exercise of using his name in sentences will help you remember. Just in case Bob is a practical joker who just wants to con you into babbling something that sounds remarkably like "blah, blah, blah," you won't be caught. (Repeat the name "Bob Loblaw" quickly three times. You'll realize in no time what "Bob" was up to.)

When you use the name three times or more, you're reviewing it. Little reviews

Reviews and reviewing methods fascinate their share of scientific researchers.

have been helping you remember ever since you sang “The ABC Song” in grade school. The same principle applies to adult politics and advertising. When the candidate or advertiser nabs our attention with constantly repeated, simple, catchy slogans, they’ve got us reviewing precisely what they want us to remember. One Minute Name Memory uses conscious review to remember names at two stages. One is the name repetition we are considering now. The second comes when you write down the names on file cards or on a computer for future use in letters and the like. It’s all review. It all helps.

Reviews and reviewing methods fascinate their share of scientific researchers. Two such scientists, Linda J. Knight and Stuart J. McKelvie, produced a classic illustration of the importance of review when they checked out student note-taking.

The duo divided 63 students who watched a videotaped lecture on “The Nature Of Consciousness In Psychology” into three groups. One group only watched the lecture. The second took notes and did not refer to them before a test a week later. The third took notes and reviewed them before the multiple choice and short answer quiz. It surprised no one that the students who reviewed their notes scored higher than those who simply filed their notes away. Probably to the dismay of teachers everywhere, the students who reviewed their notes scored no

There are still endless arguments that students still serve their interest best by taking their own notes rather than relying on handouts. The theory is that note-taking focuses attention on the material to be learned.

higher than those who just watched and listened.

Faced with this challenge to conventional note-taking wisdom, the researchers, naturally, did another experiment. They tested another 56 students on the material contained in the same lecture. Some took notes. Others didn't. They all reviewed notes prepared by the scientists themselves before they were tested. Both groups fared equally well in the test, whether they'd written down their own notes or simply relied on the handout. This led to present day questioning of the value of note-taking. "Since students who did not attend did as well as those who did, particularly when they were provided with a written summary to study, the lecture per se may be a redundant vehicle for communicating substantive information," the scientists write. There are still endless arguments that students serve their interest best by taking their own notes rather than relying on handouts. The theory is that note-taking focuses attention on the material to be learned. That is an argument you can use on your sons and daughters or nieces and nephews when they find reports of these findings and want to junk their note pads and pencils.

The skill you need to practice and develop is working the three repetitions into conversations as smoothly as possible. Ideally, your repetitions should be relevant, predictable and within the context of the conversation.

The implications are obvious for One Minute Name Memory. Reviewing the names by repeating them at least three times

is an essential step in remembering them. Writing the names immediately after hearing them is not always an option. Pulling out a note pad every time you meet someone would be a conversation stopper at best.

The skill you need to practice and develop is working the three repetitions into conversations as smoothly as possible. Ideally, your repetitions should be relevant, predictable, and within the context of the conversation.

The easiest time to begin repeating both names without being obvious is during the introduction. Repeating the full name at this point is not only useful, it can also be considered polite. It is a time-honored method of showing the person being introduced that you're paying attention and are interested. You're interested in the central facet of the person's identity – their name. Chances are, you're already repeating the names at least once when you meet people. It's common courtesy. Now, you only need to be conscious of the social habit and put it to work for you.

You could work in a repetition when you ask "I don't suppose your name, Jenny Carson, means you do great monologues, does it?"

Listen to introductions being made to other people the next time you get the opportunity. Watch for how often you hear phrases such as: "Glad to meet you, Henry Higgins;" "Your diction is so elegant, Liza Dolittle;" or "Oedipus Rex, how's your mother?" In fact, at least one repetition of the name is so ingrained in our social graces, that it may take a bit of practice to become conscious of it. Remember how easy it is to ride a

bicycle until you start thinking about how you do it?

Another point in conversation at which names are commonly repeated comes when leaves are being taken. That is, when you are moving on to meet someone else, excusing yourself to participate in another commitment or saying your farewells.

Instead of just saying “Goodbye,” or “Goodbye Melissa,” seize the opportunity for another review of the name and say “Goodbye Melissa Michaelchuk.” It’s that easy. If you’ve just excused yourself momentarily, another opportunity to review the name will come knocking when you return for further conversation.

Repeating the name then is a readily accepted method of reintroducing oneself for further conversation with someone you’ve just met. Some phrase such as “Melissa Michaelchuk, where were we when I interrupted us” often does the trick. Rejoining conversation could go more smoothly if you strike up a new topic with words such as “Melissa Michaelchuk, I wanted to ask you about....”

Working repetition of the names into a conversation is primarily a matter of taking advantage of such opportunities. Once you learn to watch for them, you’ll be amazed at how often they arise. Socially acceptable occasions to review names by repeating them often come up in the second phase of One Minute Name Memory. That is when you’re initiating questions about the name to make it more memorable to yourself. If you’re striking up a discussion of the name itself, you’ll find ample opportunities for the review you need. When you discuss something, it’s hard to avoid repeating it.

For instance, if you decide to ask about the origins of a name, it's hard not to say "Sean Chow, would it be wrong to assume one of your parents is Irish?" You could work in a repetition when you ask "I don't suppose your name, Jenny Carson, means you do great monologues, does it?" If you're concentrating on an unusual feature of the name, you repeat "John Smythe, you spell it with a 'y.' Do you happen to know the reason for that?"

If you cause people to believe you are spurious, you will quickly find any value in remembering their names gone, possibly beyond retrieval. People actively look for, and frequently spot, phonies. Then they shun them like the schoolyard sissy.

Introduce to others the person whose name you want to remember. You can review the names and meet your social obligations at the same time. Both of you will benefit from the broader circle of acquaintances.

There is one cautionary note you've probably already thought about and don't need. It is imperative that the opportunities you create not only are, but appear to be genuine. Anything else defeats the purpose of the One Minute Name Memory exercise. You're learning to remember names to broaden your range of social, business and personal friends, acquaintances and contacts.

If you cause people to believe you are spurious, you will quickly find any value in remembering their names gone, possibly beyond retrieval. People actively look for, and frequently spot, phonies. Then they shun them like the schoolyard sissy.

Nothing marks one as a phony more quickly than forced or non-genuine conversation. We laugh at those who adopt contrived speech patterns. Imagine the effect at the banquet table if you get desperate in your search for name review opportunities and say to your companion “Peter Pearson, pass the peas please.” Or if you want to be forever remembered as more than a little strange, get all three repetitions in at once. “Clyde Sharpton; I’m glad to meet you, Clyde Sharpton! With a name like Clyde Sharpton, you must be...” Intone that one seriously and don’t blame Clyde if he starts thinking of you as a bit odd or up to no good.

The skill of working the repetitions into conversation without sounding forced will come with practice. There is no need to force it. Once you learn to watch for them, the opportunities are ample.

Still, the question arises of what to do while you’re honing your skill, if someone asks, “Are you deliberately repeating my name for some reason?” That question indicates you’ve roused some suspicion. Undoubtedly, it’s in your best interest to allay it.

Take a cue from a politician who once read the wrong set of file card notes while greeting the crowd at his eleventh social function of the night. Nearly 300 faces broke into puzzled glowers when he thanked the ethnic dinner guests “for the contributions you’re making to our oil industry,” in the midst of their munching spicy, deep-fried delicacies. He recovered nicely by laughing at himself, explaining how he’d just finished similarly speaking at 10 other functions and added, “I saved yours for last because I wanted to relax and enjoy myself.”

In other words, honesty is the best policy. Just explain that repeating names is a method you've adopted of learning the names of people you want to remember. If you take a casual, friendly approach, people will take it as the compliment it is.

The **LISTEN**® Name Memory Formula

L = Listen Carefully. Pronounce Both Names Correctly.

I = Initiate Questions. [Origin? Meaning?]

S = Say Both Names Three Times
[1 Greeting 2 Conversing 3 Parting]

T = Translate the Name Into a Silly Picture

E = Etch the Picture onto a Key Facial Feature

N = Note It [4 Facts]

F Facial Features [and name picture]

A Activity and Facility

C Contact, Date and City

T Topic of Greatest Interest

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CHAPTER NINE

T = Translate the Name Into a Silly Picture

Those who claim a picture is worth a thousand words have never looked at their passport photos. Otherwise, they'd be queued up demanding the Gettysburg Address in exchange for one of those two-bit likenesses. Similarly, some pictures defy description in any amount of verbiage. Photos of crowds dancing on the Berlin Wall as fellow revelers pulled it down in whole sections spring immediately to mind.

Pictures, like words, rely on the creator's craft. You remember some because they leave you no choice. Some, like your passport photo, you'd rather forget (if only you could). Still others are as forgettable as last week's grocery list.

When we paint outlandish mental pictures to symbolize people's names in this fourth stage of the One Minute

Pictures, like words, rely on the creator's craft. You remember some because they leave you no choice.

System, we strive for mini masterpieces of the absurd. Our images can be artfully subtle or shamefully obvious. But they must never be dull. Boring mental pictures are like boring oratory. Both are forgotten within seconds.

The One Minute System relies on unforgettable images rather than memorable words. Quickly but carefully contrived images possess particular power to create lasting impressions. Advertisers have tapped this power since the first craftsman drew a symbol of his trade on a cave entrance.

Ivory beads, for example, have been found in abundance in southwestern France. Art and symbols were important enough that trade in these materials obviously flourished.

A practice almost as old as humanity itself comes into play when a One Minute System user visualizes a muscle-bound athlete bench pressing Arnold the pig of Green Acres TV fame. Once that image helps indelibly etch the name Arnold Strong, the user then visualizes a vital piece of tire change equipment with a budding flower in its handle. That will recall Jack Bloom.

Such visual image creations came into prehistoric vogue in the Ice Age, 20,000 years ago. Soft stone, shells and ivory from which our ancestors fashioned the ornaments and symbols with which they adorned their bodies and homes have been found hundreds of miles from where such materials are found naturally. Ivory beads, for example, have been found in abundance in southwestern France. Art and symbols were important enough that trade in these materials obviously

flourished. But even symbols made of local materials took on mystic significance. For instance, many symbols were made of pierced animal teeth. But only teeth of certain species, usually wolves, foxes, bears, hyena and other flesh eaters, were used as pendants. There were exceptions. In one archaeological site in Czechoslovakia, many pierced beaver teeth ornaments were found. The scientists theorize that the makers and wearers of these ornaments were trying to take on some qualities of the animals they admired.

The Ice Age artists' earliest engraved and painted images were mainly representations of animals, although others were more abstract. These included patterns of Xs, notches, incisions and gouged out points. Some theorize these were signs marking out newly emerging social groups and their territories. But archaeologists can't tell why the Ice Age produced a near explosive development of ornamental symbols or precisely what images they symbolized to the wearers. The ornaments appear to have expressed distinctions ranging from gender and social role to economic and social status.

When we chuckle to ourselves at the silly pictures we fashion from names, we are, in effect, communicating with ourselves in the universal language that makes circus clowns understood around the world.

The One Minute System's silly pictures are symbols representing names. They depend on one of the most powerful image creators in modern society – humor. Laughter has become the bond that unites humanity. Humor reaches deep into

politics, entertainment, advertising and education. Remember the high school teacher who kept students awake and learning with occasional one liners? Picture modern politics without its chorus of cartoonists and stand-up comedians. Imagine television without “I Love Lucy” or advertising without the Pillsbury Dough Boy or Charlie the Tuna.

When we chuckle to ourselves at the silly pictures we fashion from names, we are, in effect, communicating with ourselves in the universal language that makes circus clowns understood around the world. And like any art form, transforming the name Bill Wager into common currency being vigorously waved from the appropriate end of a dog really only needs practice.

If anyone doubts the power of visual images, consider the inroads these images have made into law. The reason judges allow such material – that depends as much on artists and engineers as on lawyers – into court is relatively straightforward. The images illustrate complex dealings that, quite often, are indescribable in words alone.

Fortunately, the visual artistry required for the One Minute System need come nowhere near this complexity. As a rule of thumb, the simpler and sillier your name picture, the better you’ll remember it.

*Don't let
yourself be
distracted while
creating your
silly picture.*

And if you think your new acquaintance, Tom, would be offended by your visualizing his first name as either a tom-tom or a prowling male cartoon cat, don't worry about it. As always, no one but you need know what you're imaging for the One Minute System.

Most often, ideas for your silly pictures will come as you initiate questions about the name. If, for instance, you discover that Tom Miller's surname, evolved from the miller's trade, the cartoon cat grinding grain in an old English water wheel mill becomes an obvious choice of silly picture.

A few other simple rules of thumb will further help.

Don't let yourself be distracted while creating your silly picture. Fiddling with something else while you're visualizing the picture will have you ignoring it quicker than reading a handout will distract an audience during a speech. Once you get into the habit, the silly picture stage will only take a second or two. So, no great amount of time will be taken away from other pressing activities.

Keep the picture simple. If you put a British hat on your cartoon cat, you might end up calling Tom, "Bowler."

Make sure your pictures interest you. If you have trouble understanding an image you've created when you create it, imagine how much trouble it's going to give you later. In other words, if you're not a TV crime drama fan, think of Adam as a fig leaf, not as Los Angeles police car Adam 12.

Vary your mental picture to keep yourself interested. You already know how boring it is looking at a series of unadorned graphs that only vary slightly. When you're creating silly pictures, you are your audience.

Create quick, easy reference symbols to instantly trigger your memory of the name. You are not creating one of the all-time

great works of mental art. If you have conjured up a cemetery to remind yourself of the name, Graves, it does not need trees. That is, of course, unless the first name is Oak or Maple.

Practice painting your mental picture quickly. The quicker you perform this skill, the more useful it will be when you meet a dozen people for the first time. Also, when you draw your mental symbols quickly, the less likely you are to use an obscure reference which will confuse you later.

Treat the mental picture painting as a game you're playing with yourself. Remember, when the One Minute System ceases to be fun, it won't work nearly as well. You're making the pictures silly to keep the vital element of humor alive – and we all know how painfully unfunny forced humor can be.

Don't waste the power of the mental pictures you create by cluttering them up with words. Think like a political cartoonist. If you must label something in a mental picture, keep the label short, pungent and, preferably, funny.

Vary your mental picture to keep yourself interested. You already know how boring it is looking at a series of unadorned graphs that only vary slightly. When you're creating silly pictures, you are your audience.

Dramatize your mental pictures. That too will help you hold your own attention. You may remember that One Minute System founder Brian Lee symbolizes Brian with a rather disquieting bleeding brain, not just a brain. That's because the bleeding brain is more dramatic, and therefore more memorable.

10 CHAPTER TEN

E = Etch the Picture onto a Key Facial Feature

So you've got the name translated into a suitably memorable, outrageous, silly picture. Next comes the other fun part.

Yes, now's the time to pick the part of the person's face that you think will best stick in your mind. Then you imagine your picture indelibly etched over the cleft chin, the shell-like ears, the buck teeth or the one squinty eye. In the absence of anything really obvious, noses are the recommended choice. Noses just sit there in the middle of the face asking for it.

Otherwise, only one note of caution is necessary. Be sure you pick a facial feature – not the expression it's wearing. People's expressions change. Say, for instance, you were wandering

In the absence of anything really obvious, noses are the recommended choice. Noses just sit there in the middle of the face asking for it.

the streets of Florence and bumped into Leonardo da Vinci's model, Lisa Gherardini (Mona Lisa), as she poses. Naturally you want to remember the title of the painting. Dropping into One Minute Name Memory mode, you conjure up a picture of an apartment lease in an Italian chef's hat. That's a *lease-a*, right? Then you imagine it doubled over, moaning. Next you start looking for the unforgettable part of her face. Like everyone else on the planet, you're immediately drawn to the mystic smile. That's okay for paintings, but it's not a great idea for the next time you meet Lisa. She might have something else on her mind and that immortal fleeting smile will exist only in Leonardo's brush strokes.

Modern-day testing of victims of strokes or other brain damage gives rise to a theory that recognizing a facial expression and the identity of its wearer are completely separate skills.

There is, still, another set of reasons that dictate focusing on her eyes, nose or forehead.

Modern-day testing of victims of strokes or other brain damage gives rise to a theory that recognizing a facial expression and the identity of its wearer are completely separate skills. Completely different parts of the brain recognize faces and interpret their expressions.

For instance, a rare brain affliction, prosopagnosia, renders victims unable to recognize faces, including their own. Yet they frequently have no trouble identifying expressions. Cerebral organic brain syndrome attacks a different part of the brain and

produces the exact opposite effect. Sufferers recognize familiar faces with ease. But they can't tell a smile from a glower.

Work with monkeys at the California Institute of Technology has been more definitive. Neuropsychologists photographed a number of monkeys. One set of pictures showed the monkeys wearing calm expressions. In another set, their expressions were threatening. They then showed the photos to other monkeys while watching neuron activity in sections of the brain known to be used in recognizing complex shapes. Some neurons responded to any face, angry or calm. Others, in neighboring but distinct brain regions, responded only when the faces were angry.

So, when you remembered Lisa Gherardini's face, you were doing something completely different from what you were doing when you marveled at Mona Lisa's smile.

Ample evidence shows people remember faces, each in their own way. Technically, we select different facial features, or cues, to prompt our memory libraries to retrieve the face. What first comes to our attention depends heavily on that intricate combination of experiences that make us who we are. If we've become particularly sensitive to hair style and color, that is what we will tend to notice first. Others notice eyes, or ears, visible scars, noses, teeth, etc. That's

We tend to focus on abnormalities – birthmarks, deformed teeth, oddly shaped scars or warts. That's precisely because they're abnormal and tend to leap into our consciousness and stay there.

one reason witnesses, interviewed separately, tend to come up with composite descriptions of the proverbial short/fat/tall/thin man with curly/black/straight/sandy hair. Yet, oddly enough, when those same witnesses describe the person they've seen to a sketch artist, the resulting pictures are remarkably similar. That's because, when each caught a fleeting glimpse of the subject, each focused attention on a different feature. We then relate the rest of the face to our favorite feature, as time allows.

Like it or not, we tend to focus on abnormalities – birthmarks, deformed teeth, oddly shaped scars or warts. That's precisely because they're abnormal and tend to leap into our consciousness and stay there. Since no one but you need ever know on what part of the face your silly picture is being etched, there's no great harm in using them.

Human attention being what it is, the first few facial features that jump out at you from any given face are often the ones you'll most remember. To pick a memorable feature for the canvas on which we'll paint our silly picture, often we need

The object is not to create a great work of mental art. The name of the game is to keep the silly picture that triggers your memory of the name connected with the face.

only notice what we're noticing to remember the face. That's essentially an exercise in self-awareness. The difficulty arises because we're so accustomed to picking the distinguishing features without even noticing. It takes conscious effort to notice what we're doing.

However, a quick scan of the face for any features you missed

never hurts. There are invariably outstanding ears you've missed if you're not predisposed to notice ears. There could be high cheekbones you overlooked because your attention automatically focuses on hair and eyebrows. If you don't notice close-set eyes right away, you might have missed the pair you could have never forgotten.

Remember that you're picking the facial feature that you will find most memorable. What you think other people will remember about a particular face doesn't matter. That may or may not be what you'll most easily remember. It would be extremely surprising if most of those other people really were remembering what you think they are anyway. The highly individual methods by which people select the cues that trigger their memories cannot be overstressed.

Once the memorable feature is picked, etching the picture on that feature is an exercise in creative imagination. Generally, the more outrageous the etching, the more reference points you'll create to recall the picture. The object is not to create a great work of mental art. The name of the game is to keep the silly picture that triggers your memory of the name connected with the face.

If it works best to mentally etch the picture right on the end of the nose, by all means do it. Don't worry that it looks strange. It's supposed to. If the picture you've created would be most memorable beside a noticable birthmark, that's the place for it. On the other hand, don't try to be repulsive. If the bell and cinder that remind you most of Cindy Bell look good to you on her forehead, right above her flashing gray eyes, that's the place for it. If you really like them there, that's where you'll

remember them best.

One Minute Name Memory works, partly because the creative mental artwork involved can be fun, and if it is fun, that just gives you more reference points that make use of your mental filing system that much easier. If the fun turns out to be a major attraction for you in the One Minute System, you'll have far less trouble mastering it.

11

CHAPTER ELEVEN

N = Note It

Now we make use of and help ourselves lock in our newly acquired name memory skills. Likely, you're learning to remember the names of people you meet to broaden your social, business and personal circles. People are more likely to remember you if you remember their names – it's that simple. Let's get serious about putting all those names we're now remembering to use.

As a start, to lock in the memory of a name it helps immeasurably to write it down.

That is why teachers used to

You're learning to remember the names of people you meet to broaden your social, business and personal circles. People are more likely to remember you if you remember their names. It's that simple.

make pupils write a word they regularly misspelled a hundred times on the blackboard. That's time consuming and no fun at all. It's far more useful to note the name in writing in a place and form that can be readily reviewed and easily used if needed. The good old-fashioned Rolodex file card holder is the method favored by the originators of One Minute Name Memory. It's low cost, simple, flexible, low tech and, in a pinch, it's even relatively portable. At least, it's easier to carry than a blackboard.

In one sense it really doesn't matter whether you record the names on a Rolodex. You could equally well use a notebook, file cards or any of several dozen desktop computer software packages or phone apps which store and organize names. Another important step in noting and making use of the names is jotting them down, correctly spelled and with whatever extra information you need in whatever form you find most convenient. When you do the writing, typing or whatever, you'll be giving yourself another opportunity to review the name and silly picture/face combination you've created for your mental filing system. In a sense, the written records you create are a backup to that filing system.

The quickest, easiest method of noting the names of people you meet

Just as the handshake began as a form of assuring someone you were not drawing your sword, the card has its own modern day advances. It's a quick, easy method of exchanging routine but vital information: correctly spelled names, titles, business connection, addresses and telephone numbers.

is to ask them for their business card. You'll find an amazing number of people, from corporate presidents through delivery truck drivers, carry business and personal cards.

Some sociological observers contend the exchange of cards is gradually replacing the handshake as the commonly accepted form of greeting in some circles. Cards have become readily recognized status symbols, the "tickets" drawn in a variety of raffles and a hobby collector's item. Just as the handshake began as a form of assuring someone you were not drawing your sword, the card has its own modern day advances. It's a quick, easy method of exchanging routine but vital information: correctly spelled names, titles, business connection, addresses and telephone numbers. Eventually you will find a use for all this information if you do the follow-ups recommended in One Minute Name Memory.

Make use of the names, addresses and so fourth that you're just written or typed into your non-mental filing system. A sound step toward furthering an acquaintance or business contact is to use those addresses and information to write a follow-up note.

When you receive a business card of someone whose name you've committed to the One Minute System, it is most useful to note additional information on the reverse side. Most helpful is a word or two to note the circumstances of where you met. If you met at the Rotary, for instance, the simple word "Rotary" and the date should suffice.

You might also want to note who introduced you and miscellaneous items such as “likes Jamaican food,” “helicopter pilot,” or “stamp collector.” Basically, you’re noting most memorable aspects of the person that won’t automatically be triggered by the silly picture/face combination you use to recall the name.

Take full advantage of the opportunity for review of the name and silly picture/face combination when you enter the names, information and notes onto your Rolodex or whatever. Just like the family cold cure, it can’t hurt. Many people choose to keep the business cards they’ve collected in a card file or card mounting album.

At this point, One Minute Name Memory suggests you make use of the names, addresses and so forth that you’ve just written or typed into your non-mental filing system. A sound step toward furthering an acquaintance or business contact is to use those addresses and information to write a follow-up note.

Your ready reference file will prove invaluable whether you’re planning a party, arranging a business deal, organizing a political event or suggesting a guest list for a formal reception.

Here is where you make use of that information you noted on the back of the card.

The note need only be a simple greeting, thanks for the however brief conversation and an invitation to continue the contact. It’s a touch that will help make you more memorable to the person you’ve just met. The note need only say, for instance:

Dear Bob:

It was a pleasure to meet you at Rotary last week. I thoroughly enjoyed our discussion of your experiences as a helicopter pilot. Please call me for lunch some time. Perhaps we could sample some Jamaican food.

Cordially...

Obviously, the variations possible in such a note are endless. If you are following up a potential business contact, for instance, it might be well to mention some general topic in which you both might share a common interest. If the person is a potential social contact, a more loose, general invitation for further contact may be in order.

If you have a computer in your home or office, here is the perfect opportunity to use it. Most computers generate form letters that can be very personalized. This leads to one big advantage of entering the names you're noting in one of the software packages available to record, organize and use the names of your business and personal contacts. Most of these can be used with your word processor to generate highly personalized form letters. These can be made just as personal as a card, or more so. Often, they can also be used to print your envelopes or mailing labels. With such tools, your courtesy notes can be both highly effective and done in minimum time.

Contact management software for computers can also be used to generate many useful tools such as pocket-size phone directories of your business and personal contacts, readily updated address books, Christmas card lists and so

forth. Sometimes they can even be configured to print out updated cards for your Rolodex or card file, if one of those is your favorite tool.

Whether you computerize your notes on your contacts' names or not, it pays to categorize and index the contacts as much as possible. Is the person whose name you've just noted a business or personal contact? Note it on the card or in your contacts database. If you want to send that person a card on special holidays, mark it down. Note birthdays where applicable, business and personal interests, the nature of your business contacts, any special likes or dislikes in music, night life and anything else that might prove useful.

As a starting point, you might try setting up your Rolodex or file cards with the person's name, position, company or affiliation and address in the top left-hand corner, and the telephone numbers in the top right. A keyword, like "Rotary," could be on a line below.

Eventually, you will have a ready reference file of everything you need to know about the people you've met and with whom you maintain ongoing contact.

Your ready reference file will prove invaluable whether you're planning a party, arranging a business deal, organizing a political event or suggesting a guest list for a formal reception. A quick review of your reference file, or an even quicker search of your database, can yield dozens of names you might have otherwise overlooked.

Over-complexity in your notes and indexing can, however, markedly reduce its usefulness. To be most useful, the information you note should be kept in as simple a format as possible. A system of “keywords” organized in categories often fills the bill best.

A keyword is one carefully selected reminder word. Often they’re used on library index cards to show the category and subject of books and papers. For instance, a card locating an article on the psychology of remembering names, could have the keywords “psychology memory” and “names.”

Each One Minute Name Memory user will eventually adapt the system best suited to his or her needs. As a starting point, however, you might try setting up your Rolodex or file cards with the person’s name, position, company or affiliation and address in the top left-hand corner, and the telephone numbers in the top right. A keyword, like “Rotary,” could be placed on a line below the numbers to show where you met, with a note whether the contact is business or personal. The rest of the card could then be divided into two or three sections. These could be used to categorize other information about the person such as their other affiliations, likes, dislikes, when or how you last met or whatever categories of information might prove useful.

In each category, keywords can be entered such as “Free Mason, retired teacher,” and “gold club membership chairman.”

A cluttered card is not only difficult to read, it probably also contains considerable confusion. A bit of careful consideration at the start deciding what categories of information to keep can save a lot of frustration, confusion and eyestrain later. And

a card or computer slot full of outdated addresses, telephone numbers and the like is no better than having no information on file at all. Occasional casual inquiries placed whether the person's business card information is still valid is a wise precaution.

Once set up, your name noting system will be a tool to which you'll refer several times a day. The more carefully you arrange and maintain it, the more valuable it will be.

12 CHAPTER TWELVE

Honing Your Skills

Once you temper, polish and sharpen your new name memory skills, there's a bonus in store. Once mastered, these abilities become an indispensable mental toolkit instantly adaptable to tasks of your choosing.

Use your skills to remember lists or series of names, places or things. Remember where you left your car keys. Memorize that automated banking number. To adapt your name memory skills to any number of tasks, remember this: each of the six stages of your **LISTEN** formula for remembering names has a critical common component. Whether you are **Listening** carefully to the name, **Initiating** questions about it, **Saying** the name three times, **Translating** it into a silly picture, **Etching** that picture onto a key facial feature or **Noting** memorable or useful aspects of the name, you are focusing your attention on an aspect of the name. Overall, the formula is an organized, quick, convenient and fun routine we use to focus ourselves. Looking back over why the One Minute System works, we see that, in the end,

sufficiently centering our attention and associating ideas with each other is the key to memory.

Several illustrations from *The Memory Book*, by Harry Lorayne and Jerry Lucas, illustrate how the system can be applied and expanded.

The ancient Greeks and Romans delighted in making speeches, often lasting for hours, without using notes. To deliver these feats of memory, the Greco-Roman orator associated portions of each speech with parts of a house. That is, they mentally linked the ideas they were going to talk about with something familiar and specific.

The start of their oration would be linked with the door. On passing that portal, the speaker would proceed, in their mind's eye of course, to the living room and see the next idea to be found and expounded upon. Finish one portion of the speech, go to the next "room," recall the idea "stored" there, deliver it and move on.

To memorize and/or learn, we associate one idea with another. To do that, we first must be exposed to the idea, just as we "Listen" carefully to the name in our name memory formula. In more formal terms, we establish "original awareness" of the idea we intend to remember. Then we link it with something familiar.

The ancient Greeks and Romans delighted in making speeches, often lasting for hours, without using notes. To deliver these feats of memory, the Greco-Roman orator associated portions of each speech with parts of a house.

Now, apply this Golden Age technique to a modern day problem, remembering where you left your car keys, for instance.

You came home from work, went into the bedroom to change clothes and threw the car keys on the night table. At that moment, you established awareness of the keys there and associated it with the bedroom. An hour later, you wanted to drive to the store to buy milk. But, where did you leave those keys? You retrace your steps into the bedroom, return to where you were standing. The association with the room triggers your memory of the keys right where you left them.

To remember anything, associate it with something, just as we initiate questions about a name we wish to remember and link our silly picture of that name with a an unusual feature of the person's face. And just like our silly pictures of names, the more unusual or outlandish an item we associate with an idea we wish to remember, the better it works.

With a little ingenuity, we can make the most mundane material memorable simply by associating it with something made memorable by its uniqueness.

We focus our best attention on those things that are out of the ordinary or different. We talk about them to our friends. We think about them. Therefore, we remember them.

The old bugbear of forgetting that great idea you heard on the car radio two minutes later when you park the car can be extremely simple. Just associate the idea with something you

will have to do, such as turning off the engine. See yourself shutting off the ignition and remembering the idea. Then let your mind relax. The idea will come back.

With a little ingenuity, we can make the most mundane material memorable simply by associating it with something made memorable by its uniqueness. For instance, how high is Japan's famous Mount Fuji? It's 12,365 feet. We remember that by telling ourselves "12 months, 365 days." Or else, we remember the names of the Great Lakes by remembering homes on the Great Lakes – that's HOMES – as in Huron, Ontario, Michigan, Erie and Superior.

If you're lucky, that gorgeous woman or handsome gent who whispered the phone number to you in the bar will answer when you dial 555-1929, the last four digits being the date of the great stock market crash, decidedly a dramatic idea. On a more demanding front, if your license number is HXR 680, tell yourself you bought it from your ex husband Rufus for \$680. So, the car, in your mind, becomes "Here's ex Rufus for \$680," otherwise known as HXR 680. Even those who never took music know the chord E G B D F, otherwise known as Every Good Boy Deserves Fudge. Again, the more outstanding the association, the easier the memory.

Few remember the shape of Russia from grade school geography, but who can forget the shape of Italy, the world's most famous boot.

The problem with making lists, incidentally, is that one often forgets the list. Instead, try linking things on the list together with mental associations.

With practice, we can readily create intriguing, memorable associations. To drill ourselves, try to remember a list like the one below in 30 seconds.

Airplane	Sing
Tree	Basketball
Envelope	Salami
Earring	Star
Bucket	Nose

Try to top these suggestions, linking each word in the list to the next with a common dramatically memorable idea. Then translate that idea into a mental picture.

Airplane and Tree: picture a giant tree flying or a row of trees climbing steps into a plane.

Next, Tree and Envelope: thousands of envelopes falling out of a tree or a tree sticking out of an envelope.

Then, Envelope and Earring: picture yourself wearing envelopes for earrings or earrings exploding out of an envelope.

Next, Earring and Bucket: you could continue the theme and imagine yourself wearing buckets for earrings or a bucket wearing earrings.

Then, Bucket and Sing: see yourself singing with a bucket on your head or a bucket singing.

Next, Sing and Basketball: try a singing basketball or picture someone singing with basketballs streaming out of their mouth.

Then, Basketball and Salami: a giant salami playing basketball.

Next, Salami and Star: imagine a giant salami twinkling at the end of the Big Dipper or slicing a star onto rye bread.

Finally, Star and Nose: a face with a star instead of a nose or a star with a W. C. Fields' nose on it.

The same can be done with lists of things you need to do for the day. The problem with making those, incidentally, is that one often forgets the list. Instead, try linking the things on the list together with mental associations like those we tried above.

Or, if you need to mail a letter in the morning, imagine leaving it in the jam of the door you'll leave by. Think about closing the mailbox after you've closed the door.

And never worry again, when you're out of town, that you've forgotten to lock the door or turn off the lights, water and gas. When you leave, make a ritual of locking up and shutting off the utilities and remind yourself you did it by picturing yourself as a human key, locking your door with your head.

So, in learning the One Minute System you have acquired a tool. It is not only of immense immediate use in your business and social life, but it is also a building block on which you can readily build a continuing supply of new skills that will stand you in good stead.

Use these tools well and you will meet your highest expectations.

SUMMARY

LISTEN at a Glance

Psych yourself up to remember names. Remind yourself of the social and business pitfalls you're trying to avoid as well as all the embarrassment that comes with forgetting a name. Generating genuine desire to remember them is a crucial first step.

Once motivated, we use the ***LISTEN*** formula to chart our course.

L = Listen Carefully. Pronounce Both Names Correctly.

I = Initiate Questions. [Origin? Meaning?]

S = Say Both Names Three Times
[1 Greeting 2 Conversing 3 Parting]

T = Translate the Name Into a Silly Picture

E = Etch the Picture onto a Key Facial Feature

N = Note It [4 Facts]

F Facial Features [and name picture]

A Activity and Facility

C Contact, Date and City

T Topic of Greatest Interest

Listen Carefully

Be sure you get the name. Be sure you get it right, right from the start. Otherwise, the mere thought of remembering it is academic.

Focus your attention on the person to whom you are being introduced. If there's any doubt about the name, there's absolutely nothing wrong with double-checking or even spelling the name out.

Initiate Questions

Posing questions about a name focuses you on the person whose name you are trying to remember. It also creates a whole series of ready reference points you will use to recollect the name later and match it with the right person. Say it often. The questions you can ask are bounded only by your own ingenuity. Everything from unusual spellings to the origins of a name can be used unobtrusively and can often serve as conversation starters.

Say Both Names Three Times

Again, this need not be painfully obvious to the person whose name you're working on. But it is vital repetition that will serve as a memory jogger later.

Translate Into a Silly Picture

Your mental picture should represent or "sound like" the name. The more outrageous the picture you create, the better you'll

remember it. Remember, no one will see your mental pictures but you. So they'll never be a source of embarrassment.

Etch the Picture onto a Key Facial Feature

Once the name is made memorable in your silly picture, you need to also remember to whom it belongs. Mentally “hang” your silly picture on the person’s most memorable facial feature. Choosing between big ears, low foreheads, high cheekbones, or cleft chins can be done quickly with practice. When in doubt, the nose offers fertile picture etching territory. Avoid focusing on facial features that change, like a cocked eyebrow or a memorable smile.

Note It

Using anything from a computer program to a Rolodex or a simple business card collection, you can keep track of your contact names, addresses, phone numbers, where you met and all other relevant information you’ll need for business, social or other purposes. The very act of this record keeping will also help make the names even more memorable.

Practice, Practice, Practice

Try to form a group of enthusiasts learning the One Minute System. The group can practice silly pictures or other aspects of the system. A group will also set people to encouraging each other as they compare notes on their progress in remembering names. Try to get at least a month of practice.

Top Ten Reasons You Need This Book...

- Avoid public embarrassment and humiliation
- Enhance your memory
- Improve patient/customer relationships
- Grow sales productivity and results
- Impress friends and neighbours
- Boost audience engagement by knowing your audience members' names
- Increase self-confidence and self-esteem
- Reduce stress when meeting new people
- Form better connections by showing your respect and interest
- Influence, persuade and get your point across more effectively

Brian is one of Healthcare's leading experts in improving employee and physician engagement – and the patient experience. Brian is the author of 8 books, and throughout his 40-year career has travelled 5,000,000 miles to speak 3,840+ times! He shares his trademark **LISTEN** memory formula: “because in healthcare the point is not simply to remember names... it’s to humanize the patient and develop a personal relationship that contributes to their healing.”



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