

Mental Flexibility

Spot Barriers | Stretch Boundaries | Strengthen Behaviors



Let us know how your Mental Flexibility workout is coming along-

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Founder's District LACE, Winter 2014*
Chapman 01/11/14 & Biola 01/18/14

**Please be sure to fill out an evaluation & mention if you want us to present again*

Equation Analysis Test

IMPORTANT: This test does not measure intelligence, your fluency with words, and certainly not your mathematical ability. It will, however, give you some gauge of your mental flexibility (MF) and creativity. In the years since this test was developed, few people have been found who could solve more than half of the 26 questions on the first try. Many, however, reported getting answers long after the test had been set aside, particularly at unexpected moments when their minds were relaxed. Some reported solving all the questions over a period of several days. Take the test as your personal challenge.

Instructions: Each equation below contains the initials of words that make it correct. Finish the missing words. For example: "60= M in an H" is translated into "60 minutes in an hour". GOOD LUCK AND HAVE FUN!!!

1. 26= L of the A

14. 90= D in RA

2. 7= W of the W

15. 4= Q in a G

3. 1001= AN

16. 24= H in a D

4. 12= S of the Z

17. I= W on a U

5. 54= C in a D (with the J)

18. 5= D in a ZC

6. 8= P in the SS

19. 57= HV

7. 88= PK

20. 11= P on a FT

8. 13= S on the AF

21. 1000= W that a P is W

9. 18= H on a GC

22. 29= D in F in a LY

10. 32= DF at which WF

23. 64= S on a C

11. 8= S on a SS

24. 40= D and N of GF

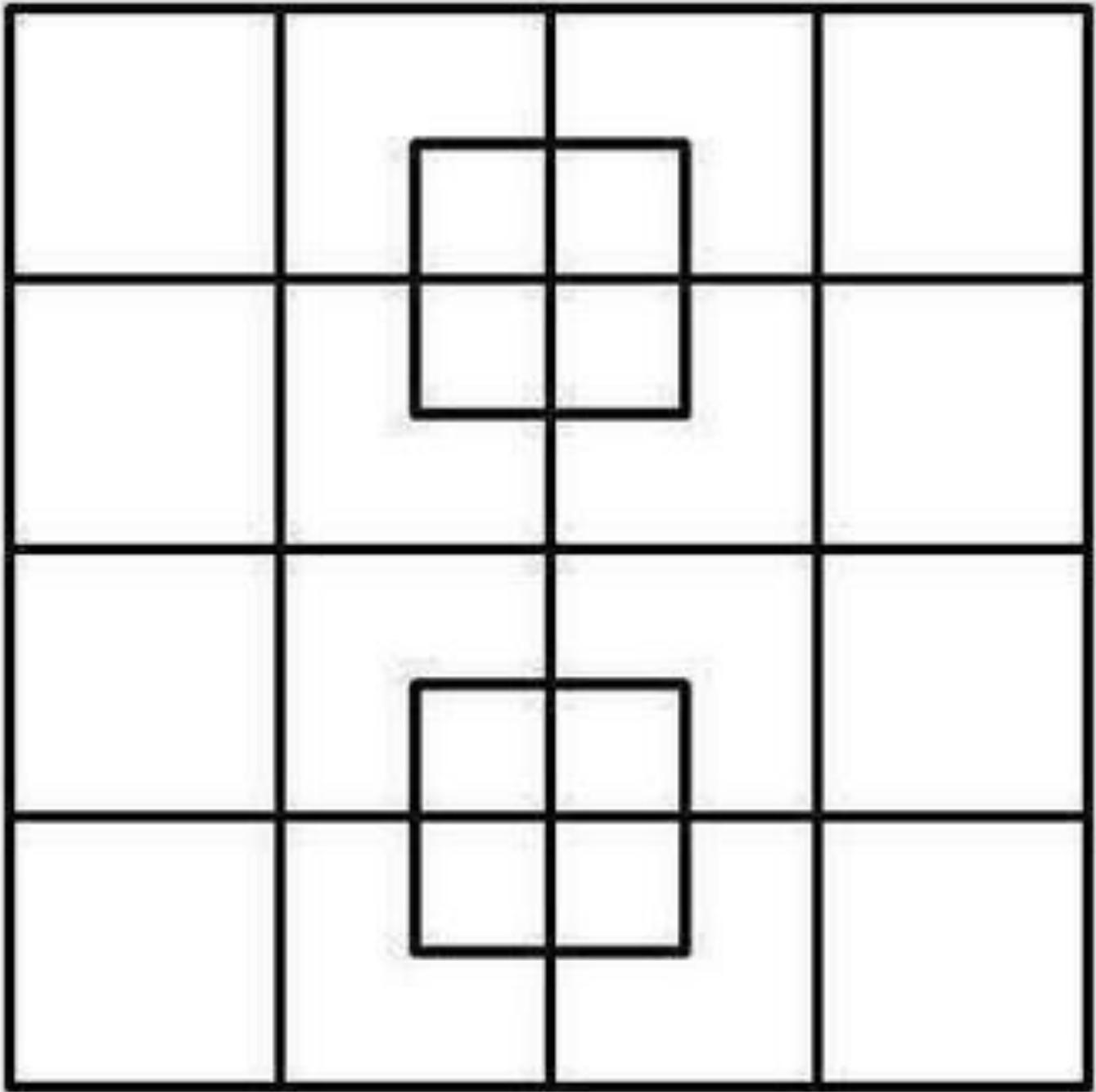
12. 200= D for PG in M

25. 80= D to GA the W

13. 3= BM (SHTR)

26. 2= # it T to T

How Many Squares Are There?



The Stroop Effect

Red	Purple	Blue	Green
Yellow	Blue	Orange	Pink
Brown	Orange	Red	Purple
Black	Red	Purple	Black
Blue	Pink	Yellow	Brown

1. As fast as you can, read the list of words aloud
2. Now, try to say the color of the text of each word aloud

Carrier 11:09 PM 100%

Stroop Effect

The Stroop Effect is caused by a conflict between the right and left sides of the brain. Each side of the brain controls different modes of thinking. The right side of the brain is more intuitive, holistic and synthesizing. In other words it would be responsible for perceiving colors and graphics. The left brain on the other hand is more logical, sequential and analytical. This would mean that the left side of the brain is responsible for perceiving words and meanings. In this example of the Stroop Effect, when you are reading the words, your right brain tries to say the color of the text, and your left brain is insisting on reading the word itself. This conflict causes the confusion in perception.

Back

(News) Biases Explored

Actual Headline: "Relief Comes in Bag of Skittles"

Questions to Answer (strictly based on the headline):

1. What do you expect this article to be about? (What is the issue being addressed? Identify the setting-Who is involved? What is the story?)
2. What words in the headline helped you most with your prediction?
3. What words in the headline presented you with the most difficulty? (Which words were ambiguous or counter-intuitive?)
4. Based on the headline do you expect this article to be slanted in one way or another? (Emotionally? Politically? Sensationalist vs. Objective?)

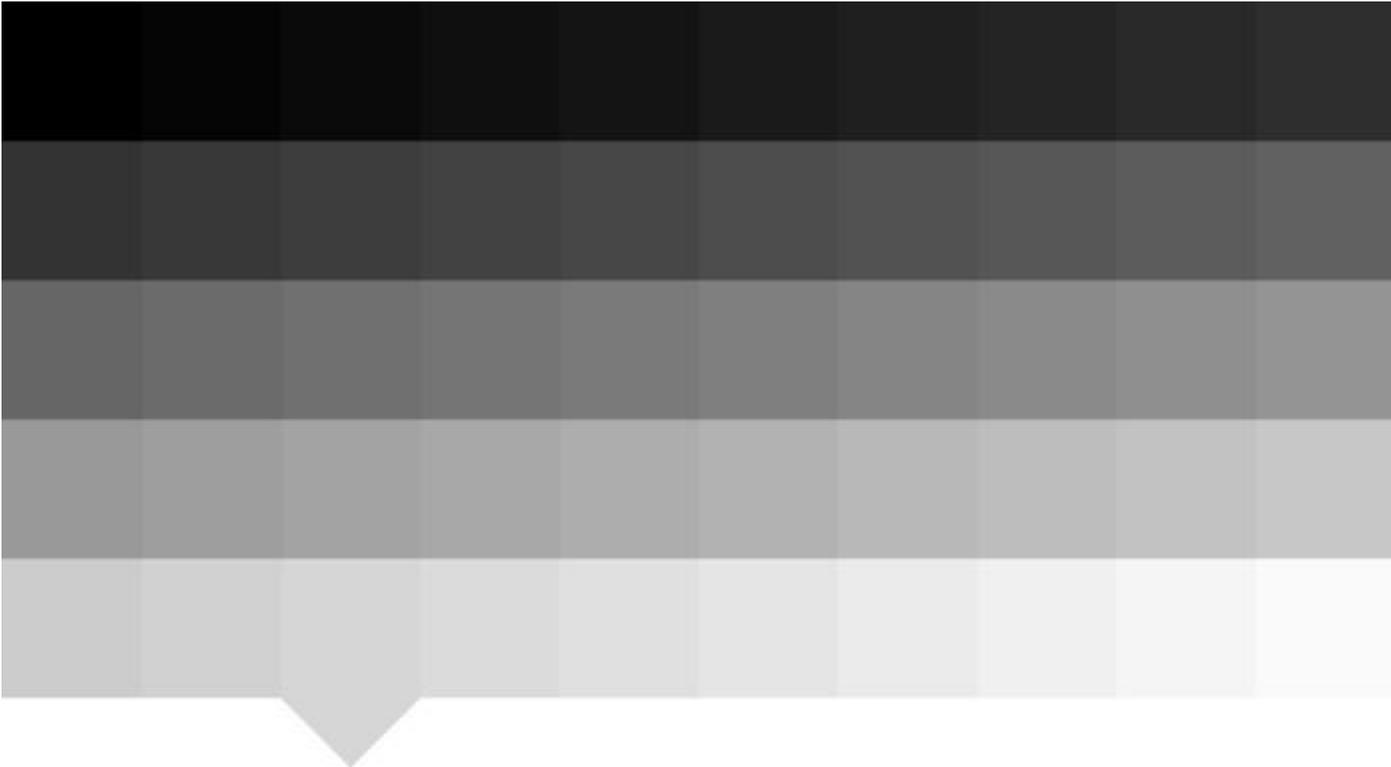
>>>Next: After you have answered these questions thoughtfully take some time to think about how your prediction may be different from others, and note the specific aspects of the headline that led you to your prediction.

U.S. Aid Convoys Move Into Iraq
David Finkel; Washington Post
March 27, 2003; Page A23

U.S. humanitarian aid came to Iraq today at 3:43 p.m. when a Marine lieutenant colonel named Dave Long handed some food to a small, shy, not thirsty, not starving child by the side of a road, who tore open the bag with his teeth. If it wasn't the massive aid that President Bush had promised over the weekend [that supposedly] would begin flowing in 36 hours, or even an official shipment at all, it was at least a bag of Skittles. Like everything here today, the child was a bit dusty.

Follow Up Questions:

1. How did your prediction differ from the actual content of the article?
2. What were you right about?
3. What aspects of the headline may have been misleading? (Identify specific words, connotations, phrasing...)
4. How much influence do headlines have upon a reader's perception of content?



Grey Thinking



• Ryan Vanderbilt in [Lessons I've Learned](#)

One of the few (and maybe only) things I believe with 100% certainty is that you can never view things with the same eyes as someone else, and therefore nothing means exactly the same thing to two people.

Every single person in this world has taken such a unique path to where they are, there is absolutely no way we can have the same exact point of view on things. Maybe it happens occasionally, but most of the time people will have *at least* a slightly different opinion, if not dramatically different.

Two things to remember about that:

1. *It's okay.*
2. *Having a different opinion, or point of view doesn't mean one person is right and one is wrong, it just means you are viewing the same thing from different angles, and with a different context.*

I think this is important to understand because unhealthy conflict seems to exist, or escalate when there is '*black & white thinking,*' which is essentially '*right & wrong thinking.*'

I'm not pretending to know whether this is scientifically accurate or not, but when you simplify things, there is essentially one black, one white and infinite shades of grey.

Almost all opinions, thoughts, and decisions have to fall in the grey spectrum, which means there are always going to be different shades of thinking as well.

For a long time I confused this idea of 'grey thinking' with conviction and confidence. I eventually realized they are not the same thing at all.

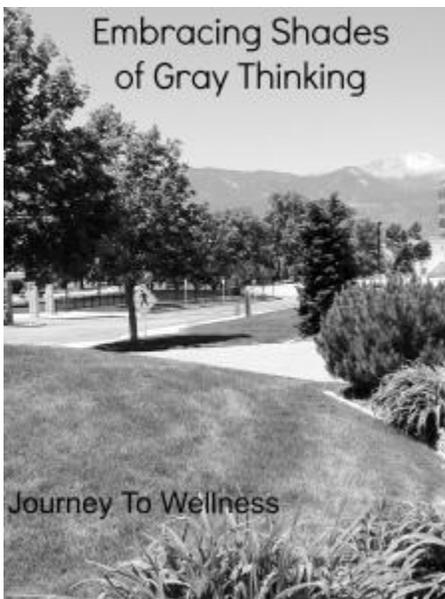
Throughout my life I've found myself saying 'I don't know,' quite a bit, and it can be to very big questions, or very small ones. I've realized that there is no correlation to how much I want to know the answer, or to how confident I am in general, it's literally as simple as the truth; I just don't know...

I remember being told many times by managers to just pick something and say it confidently. That never sat well with me; to me that is actually irresponsible. How would a client feel if they found out your design decision was based on appearing confident, but wasn't actually a reflection of what you thought was best for them. Better yet, how would *you* feel if it was *your* company and you were paying hundreds of thousands of dollars for their expertise, and you found out that was the situation.

I eventually realized it's not only honest to say 'I don't know,' if I actually don't know (how novel), but I also realized that it actually takes a lot more confidence to be comfortable telling someone 'I don't know.'

So for all those 'don't-knowers' out there, I think you should feel proud and confident saying 'I don't know.' If you need to, or simply want to know the answer, you will do your research, come to a conclusion, and then share that confidently and respectfully.

From: <https://medium.com/lessons-learned-1/a9651eca7e8e>



The shades of gray make this beautiful and provide all the details. The reality here isn't just the black and white colors.

In addressing our [thought, feeling, behavior connection](#), one of the greatest cognitive distortions (thoughts) that leads to emotional or mental stress, anxiety, or depression is that of all or nothing (or black and white) thinking. This distortion is particularly prevalent with each of us, and if you pause to listen to those around you, you will hear this distortion an unbelievable amount of times. There are very few things that are truly black and white in life (although we attempt to make a lot of things this way that aren't really that way), so when we categorize things into "either this or that" with no middle ground, we set ourselves (or others) up for failure or make something seemingly impossible. If our performance (or others performance) falls short of perfect, then it's a total failure. This distortion is EXTREME, is not accurate in portraying reality, and causes a great deal of stress and frustration with ourselves and our relationships.

- **All or nothing examples:** Always, never, everyone, no one, all the time, none of the time, either this or that, absolute words, completely, absolutely, ruined, impossible, [catastrophizing words](#)
- **Shades of gray examples:** sometimes, often, frequently, much of the time, many, few, and middle of the ground types of words.

Examples:

- “I’m always making a mess of everything” becomes “I make mistakes sometimes but I do get it right frequently as well”. (this is balanced and reality)
- “everyone has great friends but me” becomes “it may seem like many others have great friends but I can only see from the outside” (unless you’ve surveyed EVERYONE, you cannot make this statement)
- “I’m a complete failure at math” becomes “Math is not a strong subject for me and I struggle with it. However, I am strong in many other areas, and my lack of abilities in math doesn’t define me”. (We are not a complete failure because we struggle in a specific area).

The more our thinking is polarized and extreme, the more our mood gets depressed and/or our anxiety increases. All or nothing thinking is not balanced, is not very healthy, and is not accurate according to reality. This type of distortion is often irrational, and serves to rile us up more than anything else.

I’ll be honest. Having heard this type of thought pattern from most people around me from the time I first started hearing, this has been a part of my thought pattern (that’s how social modeling works!). Because of this, it is really difficult for me, and for each of my clients I’ve seen thus far, and I’m guessing for you as well, to start to change this. It is SO prevalent in our society, and it is very easy to fall into this trap. However, to be happy, we need to decrease the amount of black and white words we used, and take a more balanced “shades of gray” approach to things. The shades of gray is where the beauty, creativity, fun, and reality of life is. Without the shades of gray it’s a confusing, harsh, and unrealistic world.

To work on changing this type of thinking, gain awareness of the warning words as you use them. Challenge these and change them. Practice changing them through the [Thought Record](#) or the [REBT self help form](#). And remember- you don’t have to do this alone! Recruit your family, friends, and co-workers to join in so you can all catch each other and encourage one another as you try to get your language and thought patterns to a healthier place!

Now it’s your turn to share! What makes it so easy to use all or nothing thinking? How might an aspect of your life change if you decreased your usage of black and white thinking?

From: <http://fightingforwellness.wordpress.com/2013/05/28/embracing-shades-of-gray-thinking/>

CBT Thought Record

Where were you?	Emotion or feeling	Negative automatic thought	Evidence that supports the thought	Evidence that does not support the thought	Alternative thought	Emotion or feeling
<p>Where were you? What were you doing? Who were you with?</p>	<p>Emotions can be described with one word. E.g.: angry, sad, scared Rate 0-100%</p>	<p>What thoughts were going through your mind? What memories or images were in my mind?</p>	<p>What facts support the truthfulness of this thought or image?</p>	<p>What experiences indicate that this thought is not completely true all of the time? If my best friend had this thought what would I tell them? Are there any small experiences which contradict this thought? Could I be jumping to conclusions?</p>	<p>Write a new thought which takes into account the evidence for and against the original thought</p>	<p>How do you feel about the situation now? Rate 0 - 100%</p>

REBT Self-Help Form

A (ACTIVATING EVENT)

- Briefly summarize the situation you are disturbed about (what would a camera see?)
- An A can be *internal* or *external*, *real* or *imagined*.
- An A can be an event in the *past*, *present*, or *future*.

IB's (IRRATIONAL BELIEFS)

To identify IB's, look for:

- **DOGMATIC DEMANDS** (musts, absolutes, shoulds)
- **AWFULIZING** (It's awful, terrible, horrible)
- **LOW FRUSTRATION TOLERANCE** (I can't stand it)
- **SELF/OTHER RATING** (I'm / he / she is bad, worthless)

D (DISPUTING IB'S)

To dispute ask yourself:

- Where is holding this belief getting me? Is it *helpful* or *self-defeating*?
- Where is the evidence to support the existence of my irrational belief? Is it *consistent with reality*?
- Is my belief *logical*? Does it follow from my preferences?
- Is it really *awful* (as bad as it could be)?
- Can I really not *stand* it?

C (CONSEQUENCES)

Major unhealthy negative emotions:

Major self-defeating behaviors:

Unhealthy negative emotions include:

- Anxiety
- Depression
- Shame/Embarrassment
- Rage
- Hurt
- Low Frustration Tolerance
- Jealousy
- Guilt

RB's (RATIONAL BELIEFS)

To think more rationally, strive for:

- **NON-DOGMATIC PREFERENCES** (wishes, wants, desires)
- **EVALUATING BADNESS** (It's bad, unfortunate)
- **HIGH FRUSTRATION TOLERANCE** (I don't like it, but I can stand it)
- **NOT GLOBALLY RATING SELF OR OTHERS** (I—and others—are fallible human beings)

E (NEW EFFECT)

New healthy negative emotions:

New constructive behaviors:

Healthy negative emotions include:

- Disappointment
- Concern
- Annoyance
- Sadness
- Regret
- Frustration

5 Brain Exercises to Foster Flexible Thinking



Tips to get out of a mental rut

:: by Polly Campbell

Mention flexibility and most of us think of [yoga](#) poses or [Pilates](#) positions instead of our thoughts. But what if we could also use a flexible mindset to promote good health and well-being in our bodies and our brains?

With practice and awareness, we can develop an agile mind that will elevate our experience and help us live more resilient, creative, happy lives.

“Mental agility can enable us to more fruitfully and effectively pursue both individual and group goals,” says Wilma Koutstaal, Ph.D., psychologist at the University of Minnesota and the author of the forthcoming book *The Agile Mind*. “It can enable us to be more effective problem solvers and problem finders, helping to foster creativity and innovation and allowing us to identify and realize promising opportunities.”

Mental flexibility is really about adaptability and our ability to shift our thoughts between the abstract and specific in order to respond effectively to any given situation, Koutstaal says.

Rigid, “black and white” thinking can help to eliminate some [stress-producing details](#), says Eric Maisel, Ph.D., author of *Brainstorm: Harnessing the Power of Productive Obsessions* and numerous other books.

“But that doesn’t make us deep thinkers or creative. It doesn’t allow us to deal with problems easily when they arrive,” he says. “Rigid thinking does help us make [quick decisions](#) about things, but it is not suited to help us with our lifestyle.”

It’s easier, for example, to pick one position; to be against the war or in favor of lower taxes, for instance, instead of evaluating the complexities and recognizing that war sometimes has positive outcomes and that lower taxes aren’t always for the best.

“Sometimes you can get a lot of mileage from being highly specific, and that’s a good thing,” Koutstaal says. “But sometimes you need to be way more abstract to adapt to the situation.”

What flexible thinking does

A more agile mindset allows us to evaluate and adjust to the different jobs, roles and responsibilities we have each day. Sometimes it works to be more rigid, to follow specific rules; sometimes it's better to be more open and loose, Maisel says.

Mental agility is also related to our perceptions, emotions, actions and motivations. A change of environment, attitude or behavior will also influence how we think. When we're feeling happy or optimistic, for example, we tend toward broad and inclusive thinking. [Fear](#) narrows our focus down to specific details. When we're able to make that mental shift without remaining stuck in a particular mindset, we're demonstrating mental flexibility.

"We all vary in how mentally agile we are from moment to moment and day to day," Koutstaal says. "Sometimes we can be very flexible, but at other times we can get surprisingly 'stuck' and become quite rigid or impervious to information that we really should take into account."

A flexible mindset moves us away from limiting thought patterns to a place of openness and possibility. In those moments, when you are feeling stuck, worn out by the regular routine or caught in old habits and repetitive patterns, you can adapt your thinking and behavior in a way that will inspire you and boost your resilience and your chance at success.

How to develop an agile mind

While some people have an innate temperament toward mental agility, all of us are somewhat mentally flexible. With awareness and practice, we can become even better at it, say Koutstaal and Maisel.

Here are five brain exercises to help you do it:

1. **Change the context.** Take a vacation. Take a walk around the block. Take a coffee break. Change the context or your environment and you'll feel your mind shift. Exercise offers another great mental boost.
2. **Try something new.** [Learn to dance](#), pick up a new language or cook a new recipe. In a study led by Koutstaal, older adults who participated in a variety of novel and stimulating activities over a three-month period showed a significant gain in creativity, problem-solving abilities and other markers of "fluid intelligence" when compared to a control group. Mental flexibility is aided by novelty, and that contributes to brain growth and development throughout a lifetime.
3. **Question your thoughts and words.** Become aware of what you're thinking and saying. Don't attach to or lock into one way of thinking, Maisel says. Also, notice your language. Dispute those thoughts and words that don't serve you. Then, substitute them with more [productive ideas and phrases](#).
4. **Plan to be spontaneous.** Change up your regular routine. If you're like Koutstaal and take an evening walk, occasionally venture along a new route. Once in a while alter the order of your day.
5. **Mix up the way you think.** Innovative and creative ideas often arise after periods of both focused thought and diffuse attention, Koutstaal says. So, allow time to concentrate on projects or challenges both in a deliberate manner and in an unfocused way while you're doing something else.

These tips will not only help your brain to bend, leaving you feeling more resilient and creative, but you'll also be on track toward your loftiest goals.

"Mental flexibility is not arbitrary or whimsical," Koutstaal says. "It's grounded by our goals and aspirations and a balance between control and spontaneity. When we are mentally agile, we do pursue goals, but those goals may sometimes be changed or modified as we learn about a situation and what's possible."

From: <http://life.gaiam.com/article/5-brain-exercises-foster-flexible-thinking>

“CONTRARIAN LEADERSHIP”

– Excellent Principles to be Learned and Applied



Are you the bulb not looking like the rest, acting contrary to what everyone else is conventionally doing, but your light is on and giving light while others lights are out, but they sure look like they are doing the right thing? This article will tell you which bulb you are and what you can do to keep your light on, or first to get your light turned on.

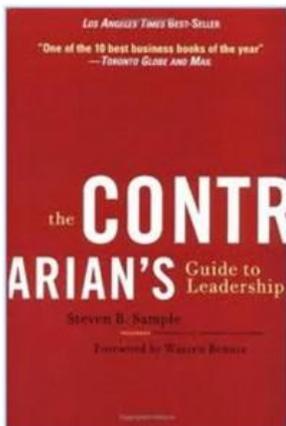
“*Contrarian Leadership*” as exemplified and explained by Steve Sample, former University President for the University of Southern California, in his book “*The Contrarian’s Guide to Leadership*” .

The basis of Steve Sample’s book, as stated in a summary by “[Audio-Tech Business Book Summaries](#)”, is:

“If you want ordinary results in your business, you might succeed with the conventional approach to leadership. But if you want truly exceptional results — high employee morale and loyalty, lower costs, and record profits — you need to take a contrarian view.”

Contrarian Leadership is based on the following 7 principles:

1. Think gray.
2. Think free.
3. Listen artfully.
4. Use experts without letting them use you.
5. Put off making decisions, and delegate as many of them as possible.
6. Know which hill you’re willing to die on.
7. Work for those who work for you.



The use of the word “*contrarian*” by Sample is not in the context of what we might expect, as in something being contrary, going against the grain or against the flow, or travelling up river. Sample expresses what he means by contrarian views by saying this:

- “*Conventional wisdom* considers it a valuable skill to be able to make judgments as quickly as possible, and conventional wisdom may well be right when it comes to managers.
- “*Contrarian wisdom* argues that, for leaders, judgments as to the truth or falsity of information or the merits of new ideas should be arrived at as slowly and subtly as possible — and in many cases not at all.”

Now that is a different kind of thinking, a contrarian way of thinking. How often have we formed an opinion on an event or on a list of “supposed” facts when all the “real” facts are not known? Answer – OFTEN, MOST OF THE TIME! Common example: People are tried and convicted in the media and by popular opinion even without having heard all the “real” facts and before the completion of an investigation. What it “looks like” might not be “what it is”.

“THINKING GRAY” and “THINKING FREE”

Sample’s first 2 principles in being a Contrarian Leader are “*Thinking Gray*” and “*Thinking Free*”. To give you something brief, here are Sample’s words on what they mean:

- *“The essence of **thinking gray** is this: Don’t form an opinion about an important matter until you’ve heard all the relevant facts and arguments, or until circumstances force you to form an opinion without recourse to all the facts (which happens occasionally, but much less frequently than one might imagine).”*
- *“A close cousin of thinking gray is what I like to call **thinking free** – free from all prior restraints. It’s popular these days to talk about “thinking out of the box” or “brainstorming,” but thinking free takes that process of inventiveness to the next level.”*

CALL TO ACTION: *The next time you are presented with some information, and you are tempted to form an immediate opinion, DON’T. RESERVE AN OPINION. You might be wasting your time and leading others astray as well.*

And, the next time you need to come up with something new and creative, FREE YOURSELF of the usual constraints and let your mind think wild and crazy things. Those thoughts could take you to something totally new and different. (See sample’s writings for more on the how’s of contrarian thinking.)

“LISTEN ARTFULLY”

Sample’s third principle in being a Contrarian Leader is “Listen Artfully”.

“For a leader to think gray and think freely, a leader must be skilled at listening. Most people, including many leaders, are terrible listeners. They make the mistake of thinking that talking is more important than listening. But contrarian leaders know it is better to listen first and talk later. And when they do listen, they do so artfully.”

“A contrarian leader is an artful listener because it is an excellent means of acquiring new ideas and gathering and assessing information. If you listen attentively without rushing to judgment, you will often get a fresh perspective that will help you to think independently.”

“Artful listening means hearing what others have to say about important issues, without surrendering your principles or creative judgment.”

CALL TO ACTION: *The next time someone is telling you something, and 18 seconds after they start talking you want to interrupt and cut them off because you think you know what they are telling you, STOP! LISTEN SOME MORE. You might be surprised at what you hear and they light be surprised that you let them finish their thoughts. And you both may discover something you would not have if you had cut them off. For more information on listening watch this video: <http://goo.gl/B6VzN5>.*

LEARN MORE AND CHOOSE – “CONVENTIONAL” or “CONTRARIAN”

There is a good bit of “listening” and “thinking” to be done when reading and considering Sample’s thoughts on Contrarian Leadership. Now, when in a situation that requires patience to “artfully listening”, we’re reminded to be quiet, listen, and then speak at the right time, after having sufficiently heard. To get in-depth information on this topic, I encourage you to get the book, *“A Contrarian’s Style of Leadership”*.

Conventional Leaders might succeed with the conventional approach and may end up with ordinary results in business because they might **“Think Black and White, Think Constrained, and Listen Partially”**.

Contrarian Leaders will attain truly exceptional results — high employee morale and loyalty, lower costs, and record profits because they **“Think Gray, Think Free, and Listen Artfully”**.

From: <http://bizleaders.socialhubsite.com/blog/2012/08/23/contrarian-leadership-excellent-principles-to-be-learned-and-applied/>

The Heinz Dilemma

A woman is near death from a special kind of cancer. There is one drug that the doctors thought might save her. It is a form of radium that a druggist has recently discovered. The drug is expensive to make, but the druggist is charging ten times what the drug cost him to make. He paid \$400 for the radium and charged \$4,000 for a small dose of the drug. The sick woman's husband, Heinz, has gone to everyone he knows to borrow the money, and tried every legal means, but he could only get together about \$2,000, which is half of what it cost. He told the druggist that his wife is dying, and asked him to sell it cheaper or let him pay later. But the druggist said, "No, I discovered the drug and I'm going to make money from it." So, having tried every legal means, Heinz gets desperate and considers breaking into the druggist's store to steal the drug for his wife.

1. Should Heinz steal the drug?

1a. Why or why not?

2. Is it actually right or wrong for him to steal the drug?

2a. Why is it right or wrong?

3. Does Heinz have a duty or obligation to steal the drug?

3a. Why or why not?

4. If Heinz doesn't love his wife, should he steal the drug for her? Does it make a difference in what Heinz should do whether or not he loves his wife?

4a. Why or why not?

5. Suppose the person dying is not his wife but a stranger. Should Heinz steal the drug for the stranger?

5a. Why or why not?

6. Suppose it's a pet animal he loves. Should Heinz steal to save the pet animal?

6a. Why or why not?

7. Is it important for people to do everything they can to save another's life?

7a. Why or why not?

8. It is against the law for Heinz to steal. Does that make it morally wrong?

8a. Why or why not?

9. In general, should people try to do everything they can to obey the law?

9a. Why or why not?

9b. How does this apply to what Heinz should do?

10. In thinking back over the dilemma, what would you say is the most responsible thing for Heinz to do?

10a. Why?

About the Presenters



Erica Beggan (CC) and Tristen Tucker (ACB, CL) began their public speaking careers over a decade ago as national award-winning debate partners. As officers of OCCN Speakers Forum, they are wrapping up “No Bar Brawls”, a 6-part series on conflict and debate.

Throughout her career, Erica channels her passion for speaking into delivering trainings on career development, and public speaking. Currently, she’s working with organizations such as TEDx, OC Department of Education, and Avid Academy in providing consulting services for speech curriculum development and speaker coaching. Erica achieved second place in the spring Table Topics contest.

As an entrepreneur and a speech & presentation coach, Tristen utilizes her public speaking expertise in a variety of projects. Her presentation skills have been put to use in everything from promotional pitches to creating modular sales presentations. Tristen recently became a Qualified Speaker through the Founder’s District Speaker’s Bureau.

Answer Key

How many squares are in the diagram?

SOLUTION

single squares: 8
 2 x 2 squares: 9
 3 x 3 squares: 4
 4 x 4 squares: 1
 total: 40

1
 4
 4
 1
 2
 2
 2
 16
 8

1. Letters of the Alphabet
2. Wonders of the Ancient World
3. Arabian Nights
4. Signs of the Zodiac
5. Cards in a Deck (with jokers)
6. Planets in the Solar System
7. Piano Keys
8. Stripes on the American Flag
9. Holes on a Golf Course
10. Degrees Fahrenheit at which water freezes
11. Sides on a Stop Sign
12. Dollars for Passing go in Monopoly
13. Blind Mice (see how they run)

14. Degrees in a right angle.
 15. Quarts in a Gallon
 16. Hours in a Day
 17. Wheels on a Unicycle
 18. Digits in a Zip Code
 19. Heinz Variety
 20. Players on a football team
 21. Words that a picture is worth
 22. Days in February in Leap Year
 23. Squares on a Checkerboard
 24. Days and Nights of the Great flood
 25. Days to go around the World
 26. number it takes to tango
- <http://www.gamesmagazine-online.com/gameslinks/EATanswers.htm>