

the cards. He can do this by using an overhand shuffle—cards are held the long way across the palm while the other hand shifts several cards at a time—instead of the standard riffle shuffle.

Self-defense: Watch shuffles closely. Request that all players shuffle cards face down so there's less chance of tricks.

• **Partnerships.** Sometimes two players are in collusion. They may gang up against you by repeatedly raising to force you out of the pot...or they may signal each other to indicate what they have or what they need from the deck.

Self-defense: Get out of the game immediately.

• **Games with chips.** Sometimes players cheat in seemingly small ways—for example, by not putting in their entire bet or taking an extra chip out of the pot when they make change.

Self-defense: If you get suspicious, closely examine the person's bet to make sure it is correct. Do this several times so that the cheater knows he is being watched. ■

Readers ask...

Is there a way to upgrade my airline ticket at zero cost?

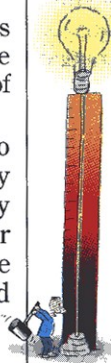
YES. While first-class tickets typically cost 50% more than full-fare tickets—and four times as much as deeply discounted tickets—here are three ways you can upgrade your tickets for free...

Cash in some frequent-flier miles. You can do this when you book your flight. United Airlines lets you do it one way on a round-trip flight if you think you need some extra comfort before or after your trip.

Join an elite frequent-flier program. Most airlines offer members two free upgrades for every 10,000 miles flown...and you don't have to cash in any frequent-flier miles.

Build a good relationship with your travel agent. Airlines distribute lots of free upgrades to travel agents to give out at their discretion. If you are a good customer, don't hesitate to ask for one.

Answer from Randy Petersen, publisher, *InsideFlyer*, 4715-C Town Center Dr., Colorado Springs 80915. Monthly. \$36/yr.



Lessons in Thinking From the Inspiring Leonardo da Vinci

Michael J. Gelb
High Performance Learning

Leonardo da Vinci (1452-1519), one of the most creative people who ever lived, was an accomplished painter, sculptor, engineer, architect, botanist, engineer and physicist. He never stopped learning.

His example can inspire and teach us how to think creatively, tap our potential to the fullest and lead well-balanced lives.

Lessons from Leonardo...

BE CURIOUS

As children, we were all relentlessly curious. Leonardo *never stopped* asking questions. This desire to find out why and how led him to a number of remarkable discoveries.

Example: Centuries before airplanes had been invented, he designed a perfectly proportioned parachute—a safe way to exit from a hypothetical flying machine.

Exercise 1: Keep a journal. Record your observations, ideas and questions in a notebook—as Leonardo did. Don't focus on goals or results. Just let your thoughts flow and see where they lead.

Exercise 2: Explore your ideal hobby. Ask yourself, "What would I learn if I could learn anything at all?" Then learn it—whether it's playing piano, speaking French or sailing a boat.

Don't tell yourself you're too busy—or that you can't. During the 20 years I've been recommending this exercise, I've received hundreds of letters from people who took up hobbies they had only dreamed about for years. They tell me their lives are immeasurably richer.

THINK FOR YOURSELF

Leonardo called himself a *disciple of experience*. He meant that instead of

accepting the authority of others, he tested things directly.

Example: To learn about anatomy, he didn't just read a book on the subject. He dissected 30 bodies.

Leonardo wasn't afraid to make mistakes. He once tried painting in oil directly on a stone wall and tried using heat to solidify the image. The paint melted, and his fine artwork was destroyed. But that didn't stop him from trying new techniques.

Exercise 3: Write down three of your beliefs—about human nature, politics, etc.—in your journal. Then make a case for the *opposite* belief.

This will get you to examine your views from multiple perspectives...so that you don't just base them on your conditioning or on someone else's authority.

Exercise 4: Write a stream-of-consciousness response to the question, "What would I do differently if I wasn't afraid of making mistakes?" Take 10 minutes or so.

SHARPEN YOUR SENSES

Not only did Leonardo have amazing powers of sight and hearing, he surrounded himself with sensual stimulation. His studio was perfumed with lavender and rose water. He hired musicians to play while he worked. And he enjoyed wearing velvet and silk—the finest, most sensual fabrics he could afford.

He lamented, "People look without seeing, hear without listening, eat

Bottom Line/Personal interviewed Michael J. Gelb, founder and president of High Performance Learning, a business consultancy that helps clients think creatively and develop leadership skills, 7903 Curtis St., Chevy Chase, Maryland 20815.

His latest book is *How to Think Like Leonardo da Vinci: Seven Steps to Genius Every Day* (Delacorte Press).

