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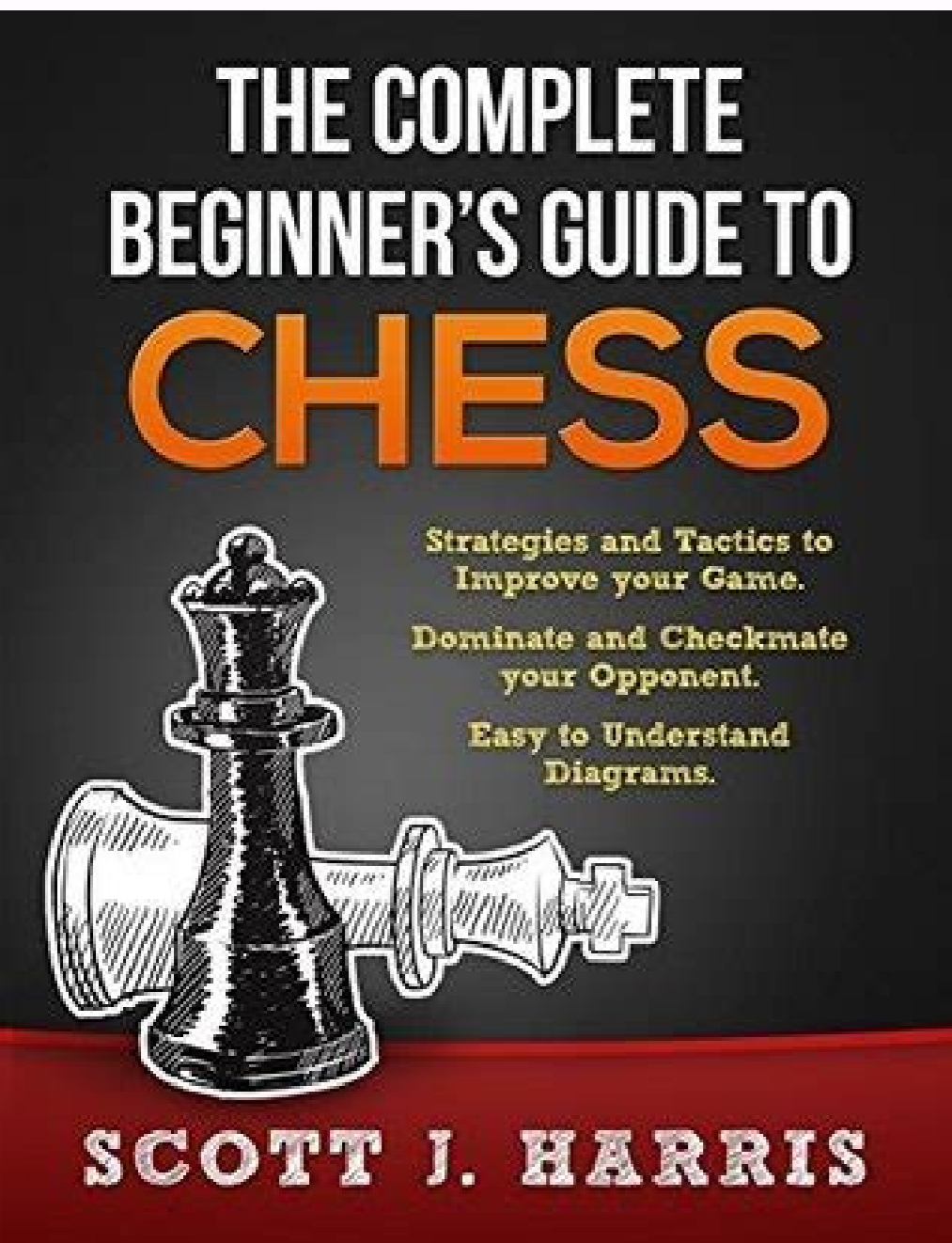
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JOHAN HELLSTEN



EVERYMAN CHESS



Improve your chess by learning time-tested strategies and tactics. Learning the most common tactical motifs, the fundamentals of chess strategy, popular openings, and important endgame concepts may give you an advantage in your next game. Tactics are short-term calculated sequences of moves resulting in checkmate, the win of material, or some other gain. An understanding of tactics is crucial to playing good chess. Most games, especially at the club level, are decided by tactical mistakes. Learning the basic tactics in chess will help you in two ways. It will let you take advantage of your opponent's mistakes while avoiding your own. There are four basic tactics that every chess player should know. Fool's Mate: This is the fastest way to checkmate, and it capitalizes on a few key mistakes by your opponent. Forks: Knights are the best pieces for forks because they can take out two opposing pieces in one move. However, every piece on the board has a forking ability. Pins: You can also pin your opponent's pieces in, using your queen, rooks, and bishops to pull of this powerful move. Skewers: The opposite of a pin, a skewer is when you force a valuable piece to move, and at the same time, your rival leaves a lesser piece vulnerable to attack. No chess player can calculate an entire chess game from beginning to end. Even the best computer programs running on the fastest hardware can only "see" a limited number of moves ahead. Beyond what you can calculate, you must rely on strategy to guide you in finding the best plans and moves in a given position. Chess strategy includes a wide range of concepts, from how to value the pieces to evaluating a position. Mastering these principles will greatly improve your understanding of chess. For instance, your bishops are quite powerful and can be one of your best pieces for both defense and offense. 6 Ways for Black to Fight Back Against 1.d4 in Chess Over the course of chess history, the first few moves of the game have been studied extensively, and a fierce debate has raged as to the correct way to start out. Opening theory is an extensive field of study for top players, with some lines being analyzed well past the 20th move. While this much knowledge isn't necessary for most players, knowing the basics of your favorite openings can be the difference between gaining a quick advantage and falling into a known trap. When you're ready to beef up your own personal strategy, study some of the most popular sequences: Ruy Lopez: This is one of the most popular openings, and it's a great way to get full advantage of the board. Sicilian Defense: This strategy relies on one move, and it opens up an entire array of possibilities. If you want to throw off your opponent, try one of the more unusual openings. They may not see it coming, and you'll get the early advantage. Many players think that studying endgames is a chore, but a little endgame knowledge can go a long way. Having a better understanding of the endgame than your opponent can change a lost position into a winning one. After a while, you will learn that a number of checkmate patterns appear over and over. It's one of the interesting aspects of the game and why your ability to recognize patterns is often the key to winning. If the game reaches an end where only your king or queen is available, you should be prepared with a checkmate strategy for this situation. Terms like 'brand strategy' can seem daunting, conjuring up images of stacks of dense, theoretical documents filled with buzzwords. But it doesn't have to be like that, and taking a more strategic approach could radically improve the effectiveness of all your design work. We touched on the strategic side of the design process briefly in our ultimate guide to logo design (opens in new tab), including the importance of asking the right questions - but there's plenty more to it than that. Read on to discover five ways to improve your strategic thinking...01. Chuck out the jargon There are plenty of buzzwords in the world of strategy, but this simply isn't necessary; focus on the substance, particularly when talking to clients. "We're in the business of communication, so why use complicated jargon when talking to people who are not familiar with the industry?" reasons Katherine Heaton, account director at top brand consultancy Johnson Banks (opens in new tab). "There's so much nonsense spoken about strategy," agrees Simon Manchipp, executive strategic creative director at Someone (opens in new tab). "It just feels like a scary place for a client to be. Hiring a 'strategic consultant', he points out, can be a scary experience. "You get a report at the end, and not necessarily the action," adds Manchipp. "We try to avoid talking about it in that way: we call it 'a plan', and then people settle down a bit."02. Do your research London-based agency Purpose (opens in new tab) splits its process into four stages: See, Think, Create and Do. The first stage involves stepping back, looking around and ahead to understand the client. "See" is about emotion, "explains creative director Stuart Youngs. "What are this organisation's ambitions; what does the marketplace look like; what are the internal and external perceptions?" In the next stage, Purpose develops that insight into a narrative. "Think" is how you take all that understanding and articulate it into something that becomes a brief for everybody internally," says Youngs. "It becomes a strategy for that organisation, and then you can start to build a plan."03. Ask the right questions Interacting with clients on a conversational level can feel less like an interview, and help humanise the process. And at that point, it's all about asking the right questions. The big one always is: "What do you want your brand to become ultimately?" argues Kristoffer Fink Parup, strategist at Pearlfisher. "Where is it 10 years down the line, and why is that so?" By asking this kind of open question, he adds, you can reveal the deeper thinking behind a brand, as well as any underlying issues or blind spots. It's essential to get buy-in from the outset, insists Simon Manchipp: "You only need one person in the core group that hasn't bought into that idea, and as soon as the door closes they walk away and say: 'I've never liked that.' The seed of doubt is a nightmare, so collaboration is the best way."04. Find the big idea "Finding a unique solution for each client is about having a big idea, and that usually comes from the bedrock of great strategy," argues Greg Quinton, chief design officer at The Partners (opens in new tab). How do you know a big idea when you see it? For Someone's Laura Hussey, it should be contagious: "It's like cayenne pepper: it hits you and then 20 minutes later you can't think of anything else." She continues, "There's a buzz that goes around, everybody cottons on and feels the same thing." A big idea also needs to translate effortlessly across different touchpoints. "A brand world is a kit of parts; a toolbox, an operating system," explains Hussey. "It's the stuff that flexes around the main idea, and can be completely different in each type of media."05. Stay flexible Even when you find that killer idea, fluidity between the stages of the design process is key. As Johnson Banks founder Michael Johnson explains, his studio's process has "five-and-a-half" stages for this very reason. Research and strategy come first, and design is third - but step 2.5 recognises that strategy can also be influenced in reverse once you start designing. "We often blur stages two and three," he confirms. "It's an issue for many companies: how to go from where they are verbally, to visually how they're going to look." The message here is simple: don't let strategy be a straitjacket. "You have to listen to the research and the strategy, but try not to let it contain you," advises Jess Phillips, senior designer at Pearlfisher (opens in new tab). "Strategists are a great sounding-board for ideas, but don't be too closed in by the theory. Use it as a springboard, rather than a net." One of the best pieces of advice that Pearlfisher's head of 3D design Mike Beauchamp received from his university tutor is to always question why something is there - and that's particularly true when it comes to brand strategy. "If somebody can't explain it, then there's a conversation that's worth having," he insists. Enter the Brand Impact Awards If you've already mastered the craft of branding, submit your best work to Computer Arts' international awards scheme. The Brand Impact Awards celebrate the very best branding work from all around the world. Deadline for 2017 entries is 9 June. Find out more at www.brandimpactawards.com (opens in new tab). Like this? Read these... Thank you for reading 5 articles this month* Join now for unlimited access Enjoy your first month for just £1 / \$1 / €1 *Read 5 free articles per month without a subscription Join now for unlimited access Try first month for just £1 / \$1 / €1 Job cuts deepen across the USA. Retail outlook expected to worsen. We can't seem to escape these headlines. And this week we've read about and heard our share of news about the economy that, for the most part, is pretty grim. Sigh. Huge corporations, including mine, are taking measures to reduce their risk and costs. I'm not a chess player, but picturing a three-dimensional chess game is the best way I can describe our current environment. Just when you thought you've seen it all - something else happens. How do you react? For HR and Brand professionals like me, to business leaders to employees, we have to contemplate our next move, thinking about the various scenarios that could happen and how to respond. It can be a mind-bending experience. Strategy is key. Here's a glimpse into my personal experience. My teams of HR professionals, communicators, brand experts and corporate responsibility leaders have been extremely busy playing our position. We're focused on providing value as trusted advisors, so that we can ensure the overall business strategy can be delivered. Examples of topics we've discussed that require a new strategy: Do we tweak our brand message to ensure consumers know that ING gets it - that we're protecting their investments wisely? How do we introduce real-time internal communications vehicles for our employees? How do we communicate the company's strength externally in a transparent manner, yet remain modest during these unpredictable times? How do we leverage the ING family of companies (e.g., ING DIRECT, ING Wholesale, ING Real Estate, etc.) in re-deploying talent and recruiting top talent who may approach ING during these challenging times? How do we work extra hard to "retain our gems" in terms of talent whose positions may be eliminated due to resource restraints and has nothing to do with mediocre performance? What are our employees' needs for education about their own retirement and benefits? How will our communities call on us for help in this environment? Should we consider new corporate sponsorships that may become available if they position us better in the marketplace? Yes, we had lots of questions, but in the end, we had answers for all of them. Perhaps this list is similar to yours or maybe there's something on your list that we haven't thought about. Let's all continue to think about this three-dimensional chess game that's become a way of life - how do I perform my job under different scenarios if situations create new opportunities in the next minute, and how do I keep my eye on the goal but simultaneously on the peripheral to ensure we don't miss new dynamics which could change the plan?

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