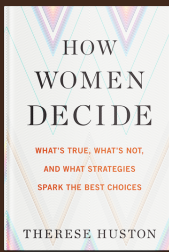


## The 89 points to keep from HOW WOMEN DECIDE, the book by Therese Huston. By Gemma Cernuda.

# INTUITION

1. Women make decisions based on their intuitive radar.
2. Intuition is your inner GPS guiding you to the true north. Oprah Winfrey.
3. Intuition feels like knowing.
4. Intuitions are fast, are accompanied by strong emotions, they make holistic connections and skilled observations.
5. Men and women are equally intuitive.
6. Women are more analytical and systematic in their thinking in the work place.
7. Men see themselves as visionary and women as justified.
8. The message we hear again and again is that women have empathetic advantage.
9. We need higher oxytocin and lower testosterone levels.
10. The collective intelligence of a group was positively correlated with the proportion of women in it. More women, better choices.
11. Intuitions aren't open to introspection, so we don't know how we arrived at a thought.
12. We can learn to recognize patterns.
13. When can an executive trust their guts? You should never trust your gut. Gary Klein (champion of intuition).
14. To deliberate you have to know the conscious steps you take to analyze your options.
15. I'd rather have a good decision than a fast one.
16. How you think you make your decisions shapes the quality of your judgement.
17. But my gut; that's me. Authenticity.
18. A dilution effect; an irrelevant observation dilutes what's really important.
19. You can't improve your unconscious intuitive reactions.
20. Women might think there are tapping into their priorities , but they might just be tapping into their biases.
21. Women's intuition is seen as a powerful and unique way that women make choices.
22. Expert intuitions are fast, holistic and unconscious.
23. Women have learnt to be more accurate at deciphering emotions from others, facial expressions and body language.



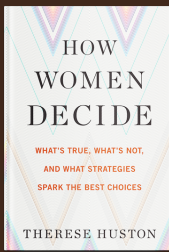
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# DILEMMA

24. It's hard to be seen responsive to others and decisive.
25. Women are seen as ; warm , kind, friendly and patient. Men as decisive; those are "bias for action".
26. Indecisiveness is a chronic inability ,leader is described as ; honest, truthfulness and decisive.
27. Less than 1% of police chiefs and sheriffs in the US are women.
28. We expect her decisions to reflect the helpful, concerned and sympathetic role she plays for those who depend on her.
29. Women take care and men take charge. Care VS Charge.
30. Women can't be agentic and men can't be communal.
31. Women tend to be more participative in their decision-making, compared to men, which is sometimes perceived as a lack of ability to make decisions.
32. Research shows that leaving room for input is more common among women, especially when female leaders are compared, to male leaders.
33. Women have the willingness to seek advice.
34. Almost every company hired a financial advisor when it received a bid.
35. If a decision has to be implemented, gather as much input as you can from people.
36. Women are mucho more sensitive to changes in context.
37. Women respond to how many people would be affected by risky decisions.
38. In the US and EU boys are supposed to be stronger at math.

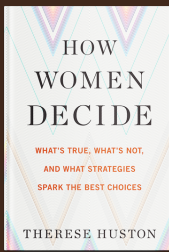
# RISK TAKER

39. Investors are 60% more likely to invest their money in a project pitched by a man, than one pitched by a women.
40. Sayings as; a man has to do what a man has to do, you need to man up, are you a man or a mouse, grow a pair... doesn't help at all.
41. Being assertive for a women os one of the less attractive things ( by men).
42. Women who are working their way to the top, fall farther than men, when they take a risk that doesn't pan out.



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43. Finding supporters is a wise investment of your time.
44. Risk taking is not a personality trait but a skill.
45. Do you know more than anyone else in the room? YES. Do you know everything that needs to be known? NO. (Go back to point 1).
46. Risk taking is the crucial skill that separates a manager from a leader.
47. Men are judged by their future; women are judged by their past accomplishments.
48. Only 54% of men take more risk than the average woman.
49. Think about what are the consequences of these decisions in 10 minutes, 10 months, 10 years?
50. Women take more social risks than men by necessity.
51. Women tend to be good at guessing how much trivia they'll know about films and tv shows aimed at female audiences.
52. Women highly knowledgeable in the world of finance, another field traditionally associated with men, were under confident of their abilities and predicted that they would know less about finance than they actually did.
53. Familiarity gives a bad sense of expertise.
54. Difference might lie.
55. The difference might lie in who did the evaluations.
56. Men do ask for rises and seek promotions more often than women.
57. Men apply for a job when they met 60% of the job requirements, women 100%.
58. Overconfidence squelches debate.
59. When you are overconfident, alarming information doesn't alarm you.
60. When you're convinced you know better than most people, you don't enforce even your own policies.
61. You can turn your confidence up when you need to be heard, and you can turn it down when you need to listen and make a hard decision.
62. It is the consistency of the information that matters for a good story.
63. Overconfidence gives people a reason not to seek extra data, they stop asking questions.
64. If patients don't believe in their care teams, they don't recover as well.
65. Self-promotion consists on making one's competence visible.
66. Women are penalized for self-promotion, while men are not.
67. People don't like women who self-promoter.
68. Women don't ask.
69. We expect all of you to self-promote, you'll be rewarded not penalized, for doing so.



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# STRESS

- 70. Whereas men were having bad days, women with identical expressions were labeled emotional.
- 71. Tagging women as risk-averse suggests they are going the wrong way; therefore there is a right way.
- 72. Males and females approach risk differently under stress conditions. ( rats and fish)
- 73. Males fight, females flee.
- 74. Females tend and be friend.
- 75. Under threat, females need a strategy that minimizes risk rather than embraces it.
- 76. Men find risks attractive under stress; women are down to the sure thing.
- 77. Is going to be the companies that take the big risks , that will make the big profits.
- 78. Having more women in the room helps only when their views are taken seriously.
- 79. Women become more task-focused. They don't aim for over the top. They aim for achievable.
- 80. The only way to make sure the risks are named and evaluated is to raise them.
- 81. People pick women to lead when things are falling apart.
- 82. Having the right amount of confidence improves decisions.

# TERRIBLE DECISIONS

- 83. We need to learn to recognize bad decision conditions as well. We need to ask WHEN people will have trouble making a decision, not WHO is likely to have that trouble.
- 84. Women tend to be more democratic in their decisions, asking others for their input .
- 85. Women are often decision-helpers.
- 86. Desperation changes one's decision.
- 87. When loss threatens we all become risk-takers.
- 88. Older adults prefer positive information over negative information.
- 89. The ability to focus on the positives, is an indicator of a strong emotional and mental health.