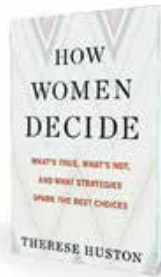


FRAME OF MIND

A roundup of books, apps and other resources from and for the C-suite.



How Women Decide: What's True, What's Not, and What Strategies Spark the Best Choices by Therese Huston. Houghton Mifflin Harcourt, 2016.

“Society has been underestimating women’s abilities to make astute choices for years.” This

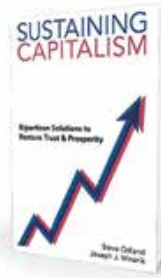
is just one of many declarations Ms. Huston, a cognitive psychologist, makes in *How Women Decide*. Her goal is to smash gender stereotypes about female managers and their decision-making processes, while offering practical advice to help readers gain confidence in their own decisions. While Ms. Huston’s frequent use of social science examples throughout the book may drive some readers away, *How Women Decide* is truly a book for everyone—including men.

PHOTO BY DTOKAR/ISTOCK



Managing in the Gray: Five Timeless Questions for Resolving Your Toughest Problems at Work by Joseph L. Badaracco. Harvard Business Review Press, 2016.

If only all business decisions were black and white, with options that were clearly good or bad. But of course, more often than not we are faced with the gray areas of decision-making. In *Managing in the Gray*, Mr. Badaracco, the John Shad professor of business ethics at Harvard Business School, presents a framework of five questions to help managers tackle their hardest decisions. Sometimes analytics are not enough, he asserts; human judgment must come into play. Mr. Badaracco finds time in the book to cover everything from groupthink to character, offering dozens of solid case studies. *Managing in the Gray* will not solve all your problems, but it may help you handle them better.



Sustaining Capitalism: Bipartisan Solutions to Restore Trust & Prosperity by Steve Odland and Joseph J. Minarik. The Conference Board, 2017.

Capitalism has created unparalleled prosperity, yet there is a growing crisis of confidence in

both business and the economic system. In this book, Mr. Odland and Mr. Minarik—veteran leaders of corporate America and U.S. politics, respectively—argue that today’s executives and policymakers need to deliver more value to more people. The authors identify reforms to both public policy (including health care and education) and corporate-specific practices (such as rejecting short-termism) that can lead to long-term prosperity. The main takeaway is clear: The system can be fixed.



TUNE IN

Need a new podcast to follow? Check out *Rationally Speaking*. Every two weeks, the series hosted by Center for Applied Rationality co-founder Julia Galef explores a different angle of decision-making with a thought leader. In a December episode, for instance, Stanford University Professor of Health and Policy John Ioannidis discusses evidence-based medicine, a movement that advocates for doctors to use quantitative methods when determining treatments rather than intuition or prevailing common wisdom.

BRAIN MASSAGE

Break out of unhealthy mental habits—check out these apps to help you focus, stay calm and wake up more refreshed.



Stop, Breathe & Think provides customized meditations based on your current state of mind. Developing a sense of mindfulness can help you stay focused, present and calm, according to stopbreathethink.org. It can offer vital support while making tough business decisions.
Available on: iOS, Android, Web



The music on **focus@will** is specifically selected to facilitate intense focus. The songs have no lyrics, and their sequence aims to induce what the site calls a flow state—which is why it has no pause button.
Available on: iOS, Android, Web



Grogginess can result from waking up in the wrong sleep phase. To avoid this, **Sleep Cycle** analyzes your sleep and wakes you up during your lightest sleep phase. The goal: to feel refreshed when you get out of bed.
Available on: iOS, Android



A Boss Store window in London



NEW BOSS, NEW STRATEGY AT HUGO BOSS

Over the course of 18 months ending in October, German retailer Hugo Boss saw the value of its shares fall by almost 50 percent. The primary culprits? A devaluation of the brand (which has seen prices cut in department stores as well as much of its merchandise moved to discount shops) and poor performance in China. Leadership had some tough decisions to make.

Fortunately, CEO Mark Langer—

who was promoted from CFO in the middle of the fray—has been unafraid to make them. In October, he announced the brand would no longer pursue the luxury market (and move away from womenswear), instead returning to its premium men’s clothing roots. “The effort to make in-roads in the luxury market didn’t prove to be particularly helpful for our business,” he told German newspaper *Handelsblatt*.

Mark Langer, CEO, Hugo Boss



THIS IS YOUR LIFE: BALANCING ACT

The average CEO works 10 to 11 hours per day, according to a survey by CEO.com and software company Domo. That does not leave much time for family. Here are some balancing tricks top CEOs recommend.

1 Keep track: Pat Gelsinger, CEO of Dell subsidiary VMware, has his secretary maintain a family-time balance sheet with point accruals, he told *The Wall Street Journal*. Coming home at 5 p.m. earns him two points, while a 6:15 p.m. arrival wins him one point. Points are deducted any time he spends weekend days away from his family.

Similarly, Bloomin' Brands CEO Liz Smith uses a "time bank account," according to Joann S. Lublin's book *Earning It: Hard-Won Lessons From Trailblazing Women at the Top of the Business World*. Her goal is four hours a day with her sons. If work causes her to fall short, she makes up the deficit the following week. "Some days, I would cancel my meetings that morning because I was in the hole to them," she said in the book.



2 Be ruthless with your calendar: In *Earning It*, former Yahoo and Autodesk CEO Carol Bartz recalled saying to her assistant during one scheduling rendezvous, "I don't care if the pope comes to audit us. I am going to [my daughter's] Christmas Sing." Eric Poirier of investment management software company Addepar told *The Wall Street Journal* he marks dedicated family time on a calendar that everyone in the company can see so they know he has a life outside work—and they should too.

Ms. Lublin suggested regular family meetings to organize schedules, sometimes a year in advance, so everyone's needs can be addressed.

3 Meet in the airport:

Traveling is a large part of being a successful executive, so why not make the most of your time in the airport? For example, because Ms. Smith of Bloomin' Brands and her husband both travel frequently, in the past they have arranged catch-up meals at New York's John F. Kennedy International Airport, according to *Earning It*. "I was flying out and he was flying in. We would see each other in passing," she recalled.

