

SAYURI HAYAKAWA

Curriculum Vitae

August, 2023

Oklahoma State University
Psychology Building
Stillwater, OK

sayuri.hayakawa@okstate.edu
www.sayurihayakawa.com

CURRENT POSITIONS

Assistant Professor 2023 – Present
Oklahoma State University
Department of Psychology

PREVIOUS POSITIONS

Research Assistant Professor 2019 – 2023
Northwestern University
Department of Communication Sciences and Disorders

Post-Doctoral Fellow 2017 – 2019
Northwestern University
Department of Communication Sciences and Disorders
Bilingualism and Psycholinguistics Research Group
PI: Dr. Viorica Marian

EDUCATION

Ph.D., Cognitive Psychology 2017
University of Chicago
Dissertation: *Why using a foreign language changes our choices*
Committee: Dr. Boaz Keysar (Chair), Dr. Howard Nusbaum, Dr. Greg Norman,
Dr. Albert Costa

M.A., Cognitive Psychology 2013
University of Chicago
Thesis: *Using a foreign language to delay gratification*
Committee: Dr. Boaz Keysar, Dr. Howard Nusbaum, Dr. Katherine Kinzler

M.A., Social Sciences 2009
University of Chicago
Concentration: Psychology
Thesis: *Eye-gazing while thinking: The effects of language and location for Japanese-American biculturals*

B.A., Psychology 2008
Boston University
Minor in Statistics and Probability

RESEARCH INTERESTS

Language and Communication (bilingualism, language learning, foreign language processing)

Judgement and Decision-Making (moral judgment, risk-taking, medical/consumer choice)

Mental Imagery and Sensory Perception (audio-visual integration, visual search, mental simulation)

PUBLICATIONS

Journal Articles

1. **Hayakawa, S., & Marian, V.** (revise-resubmit). How the mind finds meaning in the sounds of language. *Nature Communications Psychology*.
2. Fernandez-Duque, M., **Hayakawa, S., & Marian, V.** (2023). Spoken word similarity facilitates memory. *Science Advances*.
3. **Hayakawa, S., & Marian, V.** (2022). Communicating risk: How relevant and irrelevant probabilistic information influences risk perception in medical decision making. *Cognitive, Affective, and Behavioral Neuroscience*
4. **Hayakawa, S., & Marian, V.** (2022). Communicating risk: How relevant and irrelevant probabilistic information influences risk perception in medical decision-making. *Cognitive, Affective, and Behavioral Neuroscience*.
5. **Hayakawa, S., Chung-Fat-Yim, A., & Marian, V.** (2022). Predictors of language proficiency and cultural identification in heritage bilinguals. *Frontiers in Communication*.
6. Chabal, S., **Hayakawa, S. & Marian, V.** (2022). Language is activated by visual input regardless of memory demands or capacity. *Cognition*.
7. Marian, V., Bartolotti, J., Daniel, N., & **Hayakawa, S.** (2021). Spoken words activate native and non-native letter-to-sound mappings: Evidence from eye tracking. *Brain and Language*, 223, 105045.
8. **Hayakawa, S., Pan, Y., & Marian, V.** (2021). Considering preventative care in a native vs. non-native language: A Foreign Language Effect. *Brain Sciences*, 11(10), 1309.
9. **Hayakawa, S., Pan, Y., & Marian, V.** (2021). Language changes medical judgments and beliefs. *International Journal of Bilingualism*, 13670069211022851.
10. Marian, V., **Hayakawa, S., & Schroeder, S. R.** (2021). Memory after visual search: Overlapping phonology, shared meaning, and bilingual experience influence what we remember. *Brain and Language*, 222, 105012.
11. Chabal, S., **Hayakawa, S., & Marian, V.** (2021). How a picture becomes a word: Individual differences in the development of language-mediated visual search. *Cognitive Research: Principles and Implications*, 6(1), 1-10.

12. **Hayakawa, S.**, Bartolotti, J., & Marian, V. (2021). Native language similarity during foreign language learning: Effects of cognitive strategies and affective states. *Applied Linguistics*, 42(3), 514-540.
13. Marian, V., **Hayakawa, S.**, & Schroeder, S. R. (2021). Cross-modal interaction between auditory and visual input impacts memory retrieval. *Frontiers in Neuroscience*, 887.
14. Marian, V., Bartolotti, J., van den Berg, A., & **Hayakawa, S.** (2021). Costs and benefits of native language similarity for non-native word learning. *Frontiers in Psychology*, 12.
15. Marian, V. & **Hayakawa, S.** (2021). Measuring bilingualism: The quest for a “Bilingualism Quotient”. *Applied Psycholinguistics*, 42(2), 527-548.
16. Ning, S., **Hayakawa, S.**, Bartolotti, J., & Marian, V. (2020). On language and thought: Bilingual experience influences semantic associations. *Journal of Neurolinguistics*, 56, 100932.
17. **Hayakawa, S.**, Shook, A., & Marian, V. (2020). When it’s harder to ignorar than to ignore: Evidence of greater phonological interference from a non-dominant language. *International Journal of Bilingualism*, 24(5-6), 999-1016.
18. **Hayakawa, S.**, Bartolotti, J., & Marian, V. (2020). Language difficulty and prior learning influence foreign vocabulary acquisition. *Languages*, 5(1), 2.
19. Bartolotti, J., Schroeder, S., **Hayakawa, S.**, Rochanavibhata, S., Chen, P., & Marian, V. (2020). Listening to speech and non-speech sounds activates lexical and semantic knowledge differently. *Quarterly Journal of Experimental Psychology*, 73(8), 1135-1149.
20. Chen, P., **Hayakawa, S.**, & Marian, V. (2020). Cognitive and linguistic predictors of bilingual translation. *Journal of Cultural Cognitive Science*, 4(2), 145-164.
21. **Hayakawa, S.**, Ning, S., & Marian, V. (2019). From Klingon to Colbertian: What artificial languages tell us about natural word learning. *Bilingualism: Language and Cognition*, 1-7.
22. Marian, V., & **Hayakawa, S.** (2019). Neuroemergentism: At the intersection of ontogeny and phylogeny. Commentary. *Journal of Neurolinguistics*, 49, 252-254.
23. Marian, V., Lam, T.Q., **Hayakawa, S.**, & Dhar, S. (2018). Spontaneous otoacoustic emissions reveal an efficient auditory efferent network. *Journal of Speech, Language, and Hearing Research*, 1-6.
24. Marian, V., Lam, T. Q., **Hayakawa, S.**, & Dhar, S. (2018). Top-down cognitive and linguistic influences on the suppression of spontaneous otoacoustic emissions. *Frontiers in Neuroscience*, 12:378.
25. Marian, V., **Hayakawa, S.**, Lam, T. Q., & Schroeder, S. R. (2018). Language experience changes audiovisual perception. *Brain Sciences*, 8(5), 85.
26. **Hayakawa, S.**, & Keysar, B. (2018). Using a foreign language reduces mental imagery. *Cognition*, 173, 8-15.

27. Bereby-Meyer, Y., **Hayakawa, S.**, Shalvi, S., Corey, J., Costa, A., & Keysar, B. (2018). Honesty speaks a second language. *Topics in Cognitive Science*, 1-12.
28. **Hayakawa, S.**, Tannenbaum, D., Costa, A., Corey, J. D., & Keysar, B. (2017). Thinking more or feeling less? Explaining the foreign-language effect on moral judgment. *Psychological Science*, 28(10), 1387-1397.
29. **Hayakawa, S.**, Lau, B. K. Y., Holtzmann, S., Costa, A., & Keysar, B. (2017). On the reliability of the foreign language effect on risk-taking. *Quarterly Journal of Experimental Psychology*, 1747021817742242.
30. Costa, A., Corey, J.D., **Hayakawa, S.**, Aparici, M., Vives, M. & Keysar, B. (2017). The role of intentions and outcomes in the foreign language effect on moral judgments. *Quarterly Journal of Experimental Psychology*, 1747021817738409.
31. Corey, J. D., **Hayakawa, S.**, Foucart, A., Aparici, M., Botella, J., Costa, A., & Keysar, B. (2017). Our moral choices are foreign to us. *Journal of Experimental Psychology: Learning, Memory, and Cognition*, 43(7), 1109-1129.
32. **Hayakawa, S.**, Costa, A., Foucart, A., & Keysar, B. (2016). Using a foreign language changes our choices. *Trends in Cognitive Sciences*, 20(11), 791-793.
33. Costa, A., Foucart, A., **Hayakawa, S.**, Aparici, M., Apesteguia, J., Heafner, J., & Keysar, B. (2014). Your morals depend on language. *PLOS ONE*, 9(4), e94842.
34. Keysar, B., **Hayakawa, S.L.**, & An, S. (2012) The foreign language effect: thinking in a foreign tongue reduces decision making biases. *Psychological Science*, 23(6), 661-668.
35. Motoyoshi, I. & **Hayakawa, S.** (2010). Adaptation-induced blindness to sluggish stimuli. *Journal of Vision*, 10(2):16, 1-8.

Journal Articles in Preparation

36. Chung-Fat-Yim, A., **Hayakawa, S.**, & Marian, V. (*manuscript submitted for peer-review*). Performance on the NIH Toolbox Cognition Battery is Predicted by Language Experience: A Cluster Analysis.
37. Ning, S., **Hayakawa, S.**, & Marian, V. (*manuscript submitted for peer-review*). Learning associations between form and meaning.
38. Corey, J., **Hayakawa, S.**, Aparici, M., Foucart, A., & Costa, A. (*in preparation*). Beyond the self: Foreign language influences moral judgments of others.

Book Chapters

39. Chung-Fat-Yim, A., **Hayakawa, S.**, & Marian, V. (2023). Multilingualism and cognitive control in the brain. In J. Cabrelli, A. Chaouch-Orozco, J. González Alonso, S.M. Pereira Soares, E. Puig-Mayenco, & J. Rothman (Eds.). *Cambridge Handbook of Third Language Acquisition and Processing*.

40. Marian, V., Bartolotti, J., van den Berg, A., & **Hayakawa, S.** (2022). Costs and benefits of native-language similarity for second language learning. In A. Prior, T. Degani, & Z. Wodniecka (Eds.). *Modulators of Cross-Language Influences in Learning and Processing*. Lausanne: Frontiers Media SA. (This is a 2021 *Frontiers* article reprinted as a book chapter.)
41. Marian, V., **Hayakawa, S.**, & Schroeder, S. (2022). Cross-modal interaction between auditory and visual encoding impacts memory retrieval. In D. Pérez-González, M. A. Merchán, D. K. Ryugo, & E. Skoe (Eds.). *Descending Control in the Auditory System*. Lausanne: Frontiers Media SA. (This is a 2021 *Frontiers* article reprinted as a book chapter.)
42. **Hayakawa, S.** & Marian, V. (2020). An examination of bilingual cognition through eye tracking and brain imaging. In R. R. Heredia & A. B. Cieślicka (Eds.), *Bilingual Lexical Ambiguity Resolution*. Cambridge (England): Cambridge University Press.

Popular Science Articles

43. **Hayakawa, S.** & Marian, V. (2019). How multilingualism alters multisensory perception. *On Biology*.
 Republished on *Psychology Today*, June, 2019.
 Republished on *Medium*, June, 2019.
44. **Hayakawa, S.** & Marian, V. (2019). How language shapes the brain. *Scientific American*.
 Republished on *Psychology Today*, May, 2019.
 Republished on *Medium*, May, 2019.
45. Marian, V. & **Hayakawa, S.** (2018). The surprising power of language over memory and choice. *Psychology Today*.
 Translated into Turkish for *Sosyal Bilimler*, September, 2018.
 Translated into Catalan for *Communicats*, July, 2018.
 Translated into Arabic for *El Mahatta*, July, 2018.

CONFERENCE PRESENTATIONS

1. Fernandez-Duque, M., **Hayakawa, S.**, & Marian, V. (2023). Speaking multiple languages changes memory of visual scenes. *Psychonomic Society*, San Francisco, CA.
2. Fernandez-Duque, M., **Hayakawa, S.**, & Marian, V. (2023). Phonological overlap facilitates object memory. *Society for Applied Research in Memory and Cognition*, Nagoya, Japan
3. Chung-Fat-Yim, A., **Hayakawa, S.**, & Marian, V. (2023). Bilingual Experience Shapes Linguistic and Cognitive Abilities. *Society for Applied Research in Memory and Cognition*, Nagoya, Japan.
4. Chung-Fat-Yim, A., **Hayakawa, S.**, & Marian, V. (2023). Bilingualism predicts NIH Toolbox Cognition Battery scores: A Cluster Analysis. *Midwestern Psychological Association*, Chicago, IL.

5. Fernandez-Duque, M., **Hayakawa, S.**, & Marian, V. (2022). Dual-language competition changes memory for visual items. *Bilingualism Forum*, Chicago, IL.
6. Fernandez-Duque, M., Marian, V., & **Hayakawa, S.** (2022). Effects of phonological competition on memory in bilinguals. *International Symposium on Bilingual and L2 Processing in Adults and Children*, Tromsø, Norway.
7. Marian, V., & **Hayakawa, S.** (2021). Bilingualism changes how we perceive and process information. Talk presented at the *13th International Symposium on Bilingualism*, Warsaw, Poland.
8. Hester, K., Wagner, R., Borland, J., **Hayakawa, S.**, & Marian, V. (2021). Adapting the Language Experience and Proficiency Questionnaire for Dialects. Poster presented at the *2021 Annual Meeting of the Midwestern Psychological Association, Virtual Conference*.
9. Ning, S., **Hayakawa, S.**, Bartolotti, J., & Marian, V. (2020). On Language and Thought: Bilingual Experience Changes Concept Associations. Poster presented at the *Association for Psychological Science 2020 Virtual Poster Showcase*.
10. Chabal, S., Fernandez-Duque, M., **Hayakawa, S.**, & Marian, V. (2020). Language activation in visual processing occurs regardless of memory demands. Poster presented at the *Association for Psychological Science 2020 Virtual Poster Showcase*.
11. Chabal, S., Fernandez-Duque, M., **Hayakawa, S.**, & Marian, V. (2020). Role of working memory in language activation during visual scene processing. Poster presented at the *Cognitive Science Society 42nd Annual Virtual Meeting*.
12. Pan, Y., **Hayakawa, S.**, & Marian, V. (2019). Judgment under uncertainty: How risk information influences risk perception in medical decision-making. Poster presented at the *60th Psychonomic Society Annual Meeting*, Montréal, Canada.
13. **Hayakawa, S.**, Bartolotti, J., & Marian, V. (2019). Effects of native language similarity on foreign language acquisition, retention, and transfer. Talk presented at the *12th International Symposium on Bilingualism*, Alberta, Canada.
14. Marian, V., **Hayakawa, S.**, Lam, T.Q., & Schroeder, S. (2018). Language experience changes audio-visual integration: Evidence from the McGurk Effect in bilinguals. Talk presented at the *59th Psychonomic Society Annual Meeting*, New Orleans, LA.
15. **Hayakawa, S.**, Lam, T., Schroeder, S., & Marian, V. (2018). Language experience changes audio-visual integration. Talk presented at the *2018 Annual Meeting of the Midwestern Psychological Association*, Chicago, IL.
16. **Hayakawa, S.**, Tannenbaum, D., Keysar, B., Corey, J., & Costa, A. (2016). Does using a foreign language make you more utilitarian or less deontological? Poster presented at the annual meeting of the *Society for Judgment and Decision Making*, Boston, MA.
17. Corey, J., **Hayakawa, S.**, Foucart, A., Aparici, M., Botella, J., Keysar, B., & Costa, A. (2016). Our moral judgments are foreign to us. Poster presented at the annual meeting of the *Society for Judgment and Decision Making*, Boston, MA.

18. **Hayakawa, S.** & Keysar, B. (2016). The role of the native tongue when making decisions. Talk presented at the *APS 28th Annual Convention*, Chicago, IL.
19. **Hayakawa, S.**, Tannenbaum, D., & Keysar, B. (2016). Thinking more or feeling less: Why are people more utilitarian in a foreign language? Poster presented at the *APS 28th Annual Convention*, Chicago, IL.
20. **Hayakawa, S.** & Keysar, B. (2015). Is the sun brighter than el sol?: The effect of using a foreign language on mental imagery. Poster presented at the annual meeting of the *Society for Judgment and Decision Making*, Chicago, IL.
21. Bereby-Meyer, Y., **Hayakawa, S.**, Shalvi, Shaul; Corey, J., Costa, A. & Keysar, B. (2015). Honesty speaks a second language. Talk presented at the annual meeting of the *Society for Judgment and Decision Making*, Chicago, IL.
22. Corey, J., Keysar, B., **Hayakawa, S.**, Aparici, M., Foucart, A. & Costa, A. (2015). The moral tongue: using a foreign language promotes consequentialist judgments. Talk presented at the *APS 27th Annual Convention*, New York, NY.
23. Keysar, B. & **Hayakawa, S.** (2015). Using a foreign language promotes strategic risk taking. Talk presented at the *APS 27th Annual Convention*, New York, NY.
24. **Hayakawa, S.**, Corey, J., Foucart, A., Costa, A., & Keysar, B., & An, S. (2014). Using a foreign language promotes strategic risk taking. Poster presented at the annual meeting of the *Society for Judgment and Decision Making*, Long Beach, CA.
25. **Hayakawa, S.** & Keysar, B. (2014). The negative consequences of making decisions in a foreign language. Talk presented at the *2014 Annual Meeting of the Midwestern Psychological Association*, Chicago, IL.
26. Corey, J., Keysar, B., **Hayakawa, S.**, Aparici, M., Foucart, A., & Costa, A. (2014). Killing the fat man or el hombre gordo: Why are people more utilitarian in a foreign language? Talk presented at the *55th Psychonomic Society Annual Meeting*, Long Beach, CA.
27. **Hayakawa, S.**, Keysar, B. & An, S. (2013). The effect of using a foreign language on delaying gratification. Poster presented at the annual meeting of the *Society for Judgment and Decision Making*, Toronto, Ontario.
28. **Hayakawa, S.**, Keysar, B. & An, S. (2012). The foreign language effect: Thinking in a foreign tongue reduces decision biases. Poster presented at the *APS 24th Annual Convention*, Chicago, IL.

INVITED TALKS

- Hayakawa, S.** (2020). Consequences of bilingualism for cognition and choice. Keynote speech presented at *CREATE-ET, Trier University*, Berlin, Germany.

- Hayakawa, S.** (2020). Decision-making processes of bilingual speakers: A psychological perspective. Invited talk presented at the *Japanese American Society of Chicago Speaker Series*, Chicago, IL.
- Hayakawa, S.** (2016). Morality and mental imagery in a foreign language. Invited talk presented at *Northwestern University Phonetics Discussion Group*, Evanston, IL.
- Hayakawa, S.** (2016). Morality and mental imagery in a foreign language. Invited talk presented at the *University of Chicago Cognitive Brown Bag*, Chicago, IL.
- Hayakawa, S.** (2016). Wisdom in a foreign language. Invited talk presented at the *Wisdom Research Forum*, Chicago, IL.
- Hayakawa, S.** (2014). Using a foreign language promotes wise risk-taking. Invited talk presented at the *Wisdom Research Forum*, Chicago, IL.
- Hayakawa, S.** (2014). Linguistic expertise, insight and wisdom. Invited talk presented at the *Wisdom Research Forum*, Chicago, IL.

GRANTS & FELLOWSHIPS

Current

Co-I, Delaney Fund for Research and Communication, *How the African-American English Dialect Impacts Medical Evaluations*. \$49,216.

Submitted

Co-I, National Institutes of Health, NICHD 2R01 HD059858, Competing Renewal Application, *Cognitive Architecture of Bilingual Language Processing*. \$3,568,294.

Completed

William Rainey Harper Dissertation Year Fellowship	2016
University of Chicago Divisional Fellowship	2011 – 2015
Small Research Grant from the journal, <i>Language Learning</i> . \$10,000.	2012

AWARDS & HONORS

Association for Psychological Science Rising Star Award	2021
Fellow, The Psychonomic Society	2020
Editor's Award from the <i>Journal of Speech, Language, and Hearing Research</i>	2019
Starkey Duncan Award for Excellence in Undergraduate Teaching	2015
Chicago Booth Teaching Award (rating of 4+ out of 5)	2012, 2013, 2015, 2016, 2018
Midwestern Psychological Association Best Graduate Student Paper Award	2014

TEACHING INTERESTS

Psychology of Language, Bilingualism, Language and Culture, Judgment and Decision Making, Cognitive Psychology, Intro to Psychology, Negotiations, Management, Leadership, Science Communication, Research Methods

TEACHING AND ADVISING EXPERIENCE

Instructor, Oklahoma State University

Cognitive Processes Spring, 2023

Cognitive Psychology Spring, 2023

Instructor, Northwestern University

Language, Cognition, and Choice Winter, 2021

Science Communication Spring, 2019; 2020; 2021

Teaching Assistant, Chicago Booth School of Business

Negotiations (Executive MBA) Summer, 2012; 2013; 2015; 2016; 2018

The Practice of Leadership in Business Spring, 2011

Strategies and Processes of Negotiation Spring, 2010; Winter, 2011

Managing in Organizations Winter, 2010

Teaching Assistant, University of Chicago

Psychology of Decision Making Autumn, 2013; 2015

Cognitive Psychology Spring, 2015

Psychology of Negotiation Winter, 2014

Understanding Wisdom Autumn, 2014

Guest Lecturer

Linguistic and Cultural Diversity in Communication Sciences and Disorders Spring, 2018; 2019

Seminar in Communication Sciences and Disorders: Bilingualism Fall, 2017; Winter, 2019

Language and Culture: Diverse Perspectives Spring, 2016; 2020

Advising

PhD Students

Matias Fernandez-Duque, Northwestern University 2019 – 2022

Yue Pan, Northwestern University 2018 – 2020

Manuel Melendez Lujan, Northwestern University 2018 – 2019

Masters Students

Emory Richardson, University of Chicago 2015 – 2016

Yuning Shi, University of Chicago 2014 – 2015

Ki Jin Kim, University of Chicago 2013 – 2014

Sun Gyu An, University of Chicago	2010 – 2011
Undergraduate Students	
Kaniya Hester, Northwestern University	2020 –
Ryan Wagner, Northwestern University	2020 – 2021
Jaewon Yoon, University of Chicago	2014 – 2016
Sophie Holtzmann, University of Chicago	2013 – 2015
High School Students	
Maiko Utsumi, Coral Academy of Science Las Vegas	2021 –

PROFESSIONAL SERVICE

Ad Hoc Reviewer

Acta Psychologica, Applied Psycholinguistics, Bilingualism: Language and Cognition, Brain and Language, Brain Sciences, Brain Structure and Function, Emotion, International Journal of Bilingualism, Journal of Behavioral and Experimental Economics, Journal of Experimental Psychology: Learning, Memory, and Cognition, Journal of Experimental Social Psychology, Journal of Multilingual & Multicultural Development, Language Learning, Neuropsychologia, Plos One, Psychonomic Bulletin & Review, Quarterly Journal of Experimental Psychology, Topics in Cognitive Science

Grant Reviewer

National Science Centre (*Narodowe Centrum Nauki*), Poland

Panel Judge

Undergraduate Research and Arts Exposition (Northwestern University)

MEMBERSHIPS

American Psychological Association, Association for Psychological Science, Midwestern Psychological Association, Psychonomic Society Fellow, Society for Judgment and Decision Making, Women in Cognitive Science

COMPUTER SKILLS

Extensive experience with R, E-Prime 2.0, Qualtrics, Mechanical Turks, SPSS

Basic experience with MATLAB, BioLab, NetStation, BESA, Inquisit, EyeLink

Basic programming experience with JavaScript, HTML, CSS

LANGUAGE SKILLS

English (native); Japanese (conversational)

SELECTED PRESS

BBC Radio 4: The Flipside. [Audio Podcast]. October 14, 2021. Layers of language.

Washington Post. Feb 19, 2020. Bilingual people may make different choices based on the language they're thinking in. Here's why.

From the Grapevine. Aug 31, 2018. You cannot tell a lie – in your non-native language.

Chicago Tribune. May 25, 2018. The other Yanny vs. Laurel: How learning a 2nd language alters sensory perception.

Financial Times. Feb 19, 2018. Do we make better decisions in a foreign language?

Independent. Feb 12, 2018. Thinking in a second language hinders imagination, study finds.

Daily Mail. Aug 17, 2017. Struggling to make a tough decision? Try it in a foreign language: Switching from your native tongue removes emotional interference, experts say.

Business Insider

New York Times. Jun 20, 2014. Our moral tongue: Moral judgments depend on what language we're speaking.

The Economist. May 17, 2014. Gained in translation: When moral dilemmas are posed in a foreign language, people become more coolly utilitarian.

The Wall Street Journal. May 12, 2014. Moral decisions may depend on your language.

Scientific American. July 3, 2012. How knowing a foreign language can improve your decisions.

Bloomberg Business. Apr 25, 2012. To avoid stupid mistakes, think in French.

see www.sayurihayakawa.com/media for more