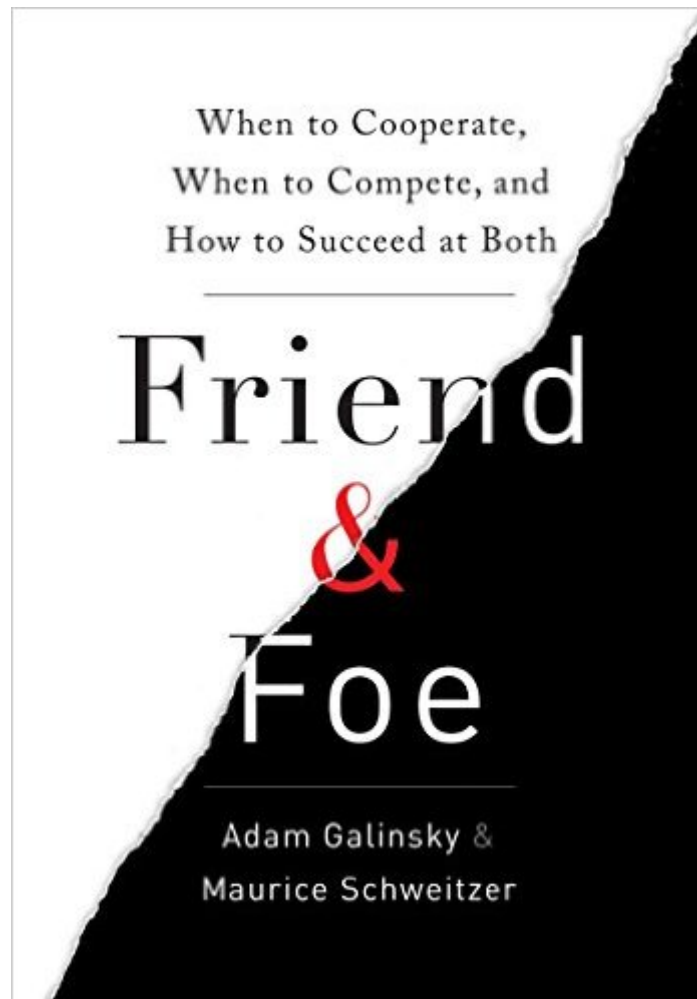


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# Friend & Foe: When To Cooperate, When To Compete, And How To Succeed At Both



## Synopsis

What does it take to succeed? This question has fueled a long-running debate. Some have argued that humans are fundamentally competitive, and that pursuing self-interest is the best way to get ahead. Others claim that humans are born to cooperate and that we are most successful when we collaborate with others. In *FRIEND AND FOE*, researchers Galinsky and Schweitzer explain why this debate misses the mark. Rather than being hardwired to compete or cooperate, we have evolved to do both. In every relationship, from co-workers to friends to spouses to siblings we are both friends and foes. It is only by learning how to strike the right balance between these two forces that we can improve our long-term relationships and get more of what we want. Here, Galinsky and Schweitzer draw on original, cutting edge research from their own labs and from across the social sciences as well as vivid real-world examples to show how to maximize success in work and in life by deftly navigating the tension between cooperation and competition. They offer insights and advice ranging from: how to gain power and keep it, how to build trust and repair trust once it's broken, how to diffuse workplace conflict and bias, how to find the right comparisons to motivate us and make us happier, and how to succeed in negotiations – ensuring that we achieve our own goals and satisfy those of our counterparts. Along the way, they pose and offer surprising answers to a number of perplexing puzzles: when does too much talent undermine success; why can acting less competently gain you status and authority, where do many gender differences in the workplace really come from, how can you use deception to build trust, and why do you want to go last on American Idol and in many interview situations, but make the first offer when negotiating the sale of a new car. We perform at our very best when we hold cooperation and competition in the right balance. This book is a guide for navigating our social and professional worlds by learning when to cooperate as a friend and when to compete as a foe – and how to be better at both.

## Book Information

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## Customer Reviews

I agree with Adam Galinsky and Maurice Schweitzer: "The tension between competition and cooperation defines many of our interactions at home and work, and to succeed across these realms requires knowing when and how to do both. In our most important relationships, from the negotiating table in the boardroom to the breakfast table with our kids, we routinely face challenges that appear to offer two opposing solutions. Yet the question - should we cooperate or should we compete - is often the wrong one. Our most important relationships are neither cooperative nor competitive. Instead, they are both." These comments really hit home with me, evoking memories of dozens of situations when, as a parent, I said or did something wrong for all the right reasons. I was an enabler. Comparable situations have also occurred in the workplace when praise or criticism was inappropriate and counter-productive. The specific details are unimportant. The fact is, throughout my adult life, there have been situations when I sensed but did not understand the "tension" to which Galinsky and Schweitzer refer, the tension that occurs when considering the two behaviors. Because they often occur simultaneously, "we must nimbly shift between the two." This book was written for those such as I who need to gain a better understanding of when to cooperate and when to compete...

I went to school with Adam. So I recognized his John Lennon glasses under the title of the book, which did not make it to the cover but are quite prominent under the words "Friend and Foe" once you've opened the book. And I recognized Adam in the book: it's smart, but there's an undertone of "I'm smarter than you" to it, which is how I remember the author. While probably true, it can grate. Also, often it isn't all that terribly smart. Example: George W Bush is credited with the skill of making people feel warm toward him by giving them apposite nicknames. "Ali" and "Frazier" is what he called the two feisty female Californian senators of his day, for example. That would truly be awesome if one of them was not called Barbara Boxer. Under the light of this additional info, the nicknames are, if anything, infantile and facile, no? Come on, Adam, you can't hold that type of thing back, you will get found! Also, the theme of the book really is imposed ex-post. If the whole thing was about "Friend and Foe" then tons of it went over my head. So when the advice is dispensed on whether to take the first or last appointment

when youâ™re interviewing for a job, whoâ™s the friend and whoâ™s the foe? On the other hand, the book is a fun listing of all sorts of stuff the authors have done extensive research on and it reads effortlessly. If you want a book that you can pick up from the middle or from the end or from the beginning with zero loss of continuity, if you want a book you can read while waiting at the airport, âœFriend and Foeâ• will prove a good companion.

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