



Friend & Foe: When to Cooperate, When to Compete, and How to Succeed at Both

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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.

From the Hardcover edition.

Friend & Foe: When to Cooperate, When to Compete, and How to Succeed at Both Details

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From Reader Review Friend & Foe: When to Cooperate, When to Compete, and How to Succeed at Both for online ebook

Renanreismartins says

Every useful book to improve the way we handle human interaction. Easy and fun to read. Don't remember who recommended me, but thanks.

Eric Levy says

Outstanding book! Galinsky and Schweitzer examine the cooperative and competitive aspects of such topics as social comparison, gender, hierarchy, trust, perspective-taking, order effects, etc. The book draws heavily on up-to-date research in management and psychology; I recognized many articles that were published in JPSP in 2014-15 here. Book is written in a colloquial style for the non-expert, but the book is completely evidence-based, and never dumbs anything down (like other books in this genre sometimes do). Though I was already familiar with many of the ideas and topics, I learned many new cool things, especially when it came to descriptions of order effects and negotiation strategies. Highly recommended book for the lay reader as well as for academics.

Meghan says

Ever wonder why sibling rivalries form, or whether you should get closer to your coworkers, or your boss? This entertaining, whip-smart book will be your guide to navigating when to compete, and when to collaborate and when to recognize those behaviors are two sides of the same coin.

With plenty of vivid examples (everything from a hostage crisis to American Idol), the book is a fascinating education in the science underlying power, decision-making, negotiations and so much more. Galinsky and Schweitzer write with charm and warmth, and you'll never have so much fun learning how to be more strategic, and more thoughtful, in your personal and professional life.

Michael Belcher says

Convoluted compilation of various studies loosely related to the topics of competition or collaboration.

Jon Jachimowicz says

Imagine going to an orchestra performance. You are really looking forward to this occasion, as you have heard great things about the performers and the music they will be performing. But as the first notes start playing, you realise something is off. The music is discordant, uncoordinated even, and the whole audience is in a state of confusion. Disgruntled and frustrated, you leave the performance at half-time, having learned

no more than before you got there.

For anyone wanting to learn about when to cooperate, and when to compete —a fundamental element of personal and career success — this is the state of academia confronting them. Although a great deal of research has been done, and a great many insights gathered, the field is difficult to access for experts and lay people alike.

Until now, that is. Profs. Galinsky and Schweitzer, in their roles as conductors of the orchestra, are able to weave together individual instruments and tones into a comprehensible melody. And their contribution does not end at the role of conductor: this dream-team of researchers and writers have also been crucial in the development of some instruments and playing techniques in the orchestra metaphor, having written over 250 scientific articles on this very topic.

Galinsky and Schweitzer achieve a sheer genius feat, being able to provide the interested reader/listener with the latest knowledge in cooperation and competition, tied together with personal stories and anecdotes that touch both the heart and the brain. The line of outstanding social science writers, like Steven Pinker, Malcom Gladwell, Daniel Gilbert and Daniel Kahneman, must now also count Adam Galinsky and Maurice Schweitzer amongst themselves. Bravo!

Jwhitson says

This book applies cutting-edge science to real-life situations faced by people pursuing their careers and their dreams. If you've ever felt like you don't understand when or how to push for what you want, this book is for you. And if you've ever been told you don't work well with others, this book is for you.

It has something for everyone because it sees through a false dichotomy: that only those who crush others will really achieve their dreams, or that the way to happiness is to make sure that everyone around us is happy before turning to our own goals. Galinsky and Schweitzer's insight is that it's wrong to pick only one of these approaches. The key is to know when and how to pursue your own interests, and when and how to help others achieve theirs. This was a pleasure to read, and I am already incorporating some of the new tools and information I gained from it into my work and personal life.

The book draws from a wide array of scientific fields, and the information in each chapter is brought to life with vibrant examples and case studies. The real mastery of the authors shows through in their ability to write without watering down, to describe deep and important research in a way that illuminates its importance for our lives in a way that makes sense. Highly recommended.

Amy Cuddy says

Outstanding review of the psychology of power, powerlessness, competition, and cooperation. Engaging, fast, and written by two of THE experts on the psychology of power.

Courtney Jadevaia says

There were a lot of points in this book and statistics that I felt were really interesting. I actually learned a good amount. The one problem I had was that it felt a bit repetitive like there was more book than there was info. But definitely an interesting read and good break book from YA.

Athan Tolis says

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 you’re interviewing for a job, who’s the friend and who’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, “Friend and Foe” will prove a good companion.

A lot of the advice dispensed here boils down to “if you go the extra step to be fair or generous or sympathetic, you will find other humans will most of the time respond in a way that makes it worth your while to do so.” This is explained through specific examples and backed up by years of psychological experiments that were conducted by the authors “in the lab” so to speak. It’s good fun to read, if not intense fun.

Finally, there is always a trap you can fall into when you write this sort of book, and it’s that you could end up writing a “self-help” book. The authors never cross that line, this remains academic, if perhaps a bit dumbed-down.

As it turns out, I met a good friend at Terminal 2 yesterday (he was flying through London) and he was 90 minutes delayed. “Friend and Foe,” with all its faults, kept me good company!

SPOILER ALERT: SUMMARY OF ADVICE OFFERED IN THIS BOOK:

Cooperating while competing: Alberto Fujimori negotiated with the MRTA who had taken over the Japanese embassy, but was simultaneously planning an attack and built an identical house for the special forces to train on.

Starting position is important: Robert Kennedy had aspirations for the Presidency, but was happy to first work for his older brother Jack. Conversely, David Miliband never recovered from the attack of his younger brother Ed and exited politics altogether.

Power corrupts: The E and the inverted E on the forehead reveals where you are on the power rankings. Gotta feel power to look good in interviews and get others to give you more power. But the moment you overstep you're over. Like when Alexander Haig said "I'm in charge" after the John Hinckley attack or when Mark Hurd was caught hitting on the woman he'd first seen on television.

Hierarchy is vital when there is a need for coordination. You'd rather play the coordination game with your boss than with your friend! You can't have two Alpha males on a basketball court: who you pass the ball to when it's vital you score has to be automatic. You can't have ambivalence on the battlefield. Hierarchy loses when it's vital that you draw the input from guys lower down in the structure, on the other hand. "Rigid structures limit the opportunity for low-power individuals to contribute wisdom and creative insights."

Men aren't from Mars and Women aren't from Venus. Cheating on your partner is a power thing. Men cheat more because they are more powerful, not because they are different. Cheating inequality correlates perfectly with earnings inequality. However, women must face both descriptive and prescriptive stereotypes. Men only face descriptive stereotypes. So a man who asks for a raise is bold, a woman who asks for a raise is pushy. Queen Bees are women who keep other women "in their place" because they specifically fear other women.

The weak and powerless put more emphasis on titles than everybody else. So you cannot use the n-word unless it could be used to describe you. And women or minorities are likelier to put their title on their business card than white men. Similarly, professors at a top institution are less likely to want to be addressed by their title than professors at lesser institutions.

Saying sorry is an example of opening up to others and is thus a very powerful way to get your way. It could be an empty apology. Generally speaking, you get a lot out of others if you show vulnerability, including irrelevant vulnerability. You can apologize about the weather and you can drop coffee on yourself at the end of a successful interview or you can go the full hog and apologize to the patient after a medical error, opening yourself up to the risk of malpractice litigation. In most cases, research shows you are very likely to come up ahead because making yourself vulnerable makes people trust you more.

Raise your guard and trust less when you observe one of the following:

- Inappropriate behavior
- Running for the exit
- Overcompensating
- Mismatch between words and body language

Apology will go a long way to build other people's trust if the breach of trust was non-core. So when Martha Stewart, who knows how to decorate a house tastefully, was caught trading on a tip, that was not a core breach of trust. When Arthur Andersen were caught looking the other way as Enron were cooking their

books, that was a core breach of trust and they could not possibly recover from it.

Sympathizing with others, without actually empathizing, is how you beat them in competition. You've got to be able to get into their heads to anticipate their next move, but you need to stop short from seeing things their way. And you can gain others' trust if you imitate their expressions, for example. People like to see their face and their expressions in others. It's why people buy dogs that look like them. It works the other way round too. Couples end up looking like each other because they love each other and this affinity leads them to adopting each other's facial expressions, leading to their getting similar wrinkles.

When going for an interview or for a parole hearing, you need to identify two things: 1. The default (e.g. rejection) and 2. the time when the judge / interviewer will be least tired, which will be the time the default is least likely to be adopted. So early in the morning or straight after lunch the judges will be likeliest to actually pay attention to the merits of the case.

When going in front of a bunch of judges (or, again, a job interview) another dynamic enters: judges might be saving some of their best grades for later in the competition and are less likely to give a perfect ten right off the bat. Also, judges on all types of competitions and job interviews are most likely to remember the last contestants the most. The last contestants have a tremendous record of winning contests on television, for example.

If your name is going to appear on a ballot, make sure it appears first.

When you are about to show a bid on a house or a car, if you know everything there is to know about the sale, go first, in order to gain from the anchoring effect. If you don't know anything, do what you can to delay the time when offers are made, to find out where it is the other side sees the value. And if you end up gleaning no information, then let the other side show their price first, because this will have valuable informational content.

Dahiana says

3.5

Kevin Eikenberry says

This is a brand new book with an intriguing title from two accomplished professors at highly respected institutions.

The title and recency might be leaning you in favor of purchasing this book. The third fact might not.

If you are worried that this book is stuffy or academic, fear not. Rather, the depth of knowledge of these authors and the expert use of both their research and the research of others makes this book interesting, readable and valuable.

While the book has just been released, I was sent, and read, an uncorrected proof, sent by the PR firm. Since I receive many of these, I seldom even read the enclosed cover letter, because, well, I'd rather read the book

than read what a publicist has to say. This time, however, the cover letter does a great job of describing this book:

“[the authors] unpack the psychology of when and how to interact with people as our friends and foes, and how we can use this knowledge to get the best outcomes in life. Insights from this work help us in business (how to build trust, gain power, nail a job interview, and negotiate a raise) and in our personal lives (how to increase our motivation and our happiness, how to deal with deception, how to know what your best friend really wants, and how to deliver an effective apology.”

I like this book for the reasons I’ve already mentioned – it is readable and filled with interesting research to confirm the points being made. I also like it because it is practical, and really delivers on the promises of the publicist above!

The opening chapter sets the stage and context for the book, but beyond that, the chapters stand largely alone. While the book doesn’t offer an overriding framework or model, the ability to read the chapters almost as stand-alone treatises on their topics is actually a positive for me.

While every reader will have their own lessons to learn and interests raised by the book, to me the chapters on trust building and repairing are worth the full book on their own.

I believe this will be one of the most referenced books of the year; which is just one more reason to be on the front of the curve, get your copy now, and start reading!

- See more at: <http://blog.kevineikenberry.com/perso...>

Kareem says

This book grabbed my attention from page one and never let go. Galinsky and Schweitzer's compelling insights and captivating writing truly brought the research to life. Fascinating takeaways and techniques are packed throughout and are thankfully delivered in innovative and exciting ways. I would absolutely recommend Friend and Foe to all readers.

Charlie - A Reading Machine says

Started with promise but I found the real world comparisons that were constantly referred to distracting and un related. I understood the premises being initiated by the writers and felt frustrated that each one had to be accompanied by an explanation that was suited to a child.

Meghan says

Very interesting examination of the power dynamics behind a range of interactions and when to use competitive vs. cooperative tactics to optimize outcomes. Topics include hierarchies, gender, titles, apologies and vulnerability, trust, and the importance of rank/order of presentation of contenders in competitions and elections. Adam Galinsky strikes a good balance of presenting academic research and offering practical,

actionable tips.

Raeden Zen says

The beginning and the end are the most interesting parts of this one. Overall very interesting and a pleasure to read.
