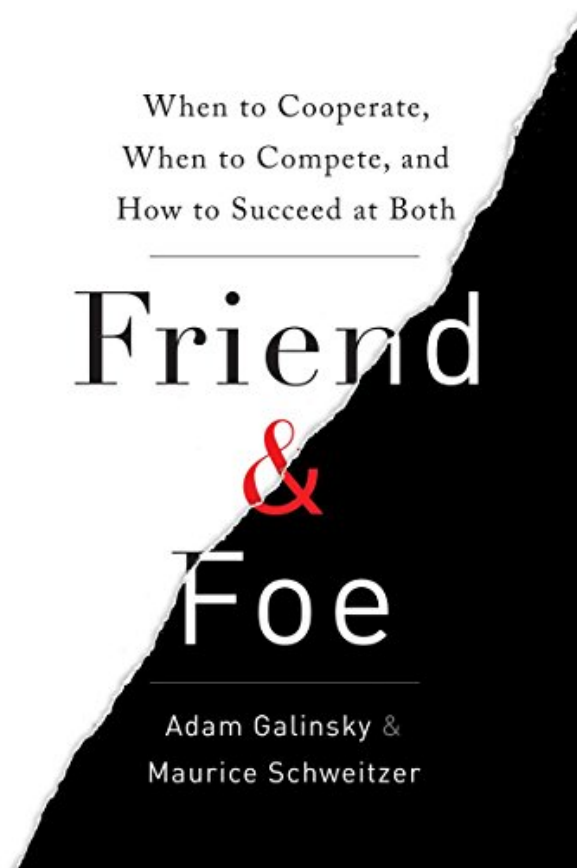


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WHEN TO COMPETE, AND HOW TO  
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# Friend & Foe

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## Review

“The fresh practical insights of ‘Friend & Foe’ underscore the potential benefits of disseminating research results beyond the ivory tower... the authors perform a significant public service by pulling back the self-imposed veil that academics drape over their most socially relevant research.” *New York Times*

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#### TABLE OF CONTENTS

1. It's All Relative
  - Why Expecting Fathers Gain Weight
  - Monkeys and the Slings and Arrows of Outrageous Social Comparisons
  - Why Twins Reared Apart Can Be More Similar than Twins Reared Together
  - Doing Better and Feeling Worse: The Benefits of Graduating in a Recession
  - Sputnik Moments and Halftime Scores: Behind By a Little, But Not for Long
  - When Comparisons Go Wild
  - Finding the Right Balance: How to Make Comparisons Work for Us
2. It's Good to Be the King . . . Until it Isn't
  - It's All in Your Head
  - Speeding Down the Highway with Samson's Hair Blowing in the Wind
  - How to Nail a Job Interview and Become the Boss
  - Powerholics: Invincibility and Invisibility
  - The Powerful Think They Are the Only Ones on the Highway
  - The King's Downfall
  - Finding the Right Balance: How to Speed Without Crashing
3. When Hierarchy Wins . . . And When it Loses
  - The Rise of Hierarchy
  - Why You Want to Play a Game with Your Boss Rather Than Your Best Friend
  - When There Is Too Much Talent: Pecking Chickens and Squabbling Basketball Players
  - When Hierarchy Hurts
  - Finding the Right Balance: How Psychological Safety Helps Hierarchies Win Without Killing
4. It's Good to be the Queen . . . But It's Easier Being the King
  - Men Aren't from Mars and Women Aren't from Venus
  - Salaries and Sex
  - The Double Bind
  - Queen Bees: When Women Exclude Women

- Finding the Right Balance: It Takes a Village to Lean in Without Getting Pushed Back
  - o The Organization
  - o Making Ourselves Blind to Undo the Double Bind
  - o Lawyers, Mama Bears, and the Power of Advocating for “Us”
5. How Names Can Bond and Bully
    - Names as Cooperative Glue
    - Why PhDs Want to Be Called Doctors
    - Banning the Word Bossy and Why Phillip Morris Became Altria
    - Reappropriation: Turning Your Weakness into Your Strength
    - Finding the Right Balance: Start Making Sense
  6. How to Get Others to Put Their Trust in You
    - Smile and Get a Dog
    - I’m Sorry for the Rain
    - When It Pays to Drive Rather Than Fly
    - “They Did What They Had to Do”
    - When to Spill Your Coffee: The Hidden Strength in Vulnerability
    - Why Happy Families Produce Terrorists
    - Finding the Right Balance: Reputations and Relationships
  7. When and How to Raise Your Guard
    - Deceptive Cuckoo Birds and Misleading Dating Profiles
    - Why Cheating is Like Chocolate Cake
    - When Deception Builds Cooperation
    - Going up 96 Percent of the Time, Captain Mbote, and \$57 Million in Cash
    - Putting it All Together: Spotting Red Flags
    - o Red Flag #1: Inappropriate Behavior
    - o Red Flag #2: Running for the Exit
    - o Red Flag #3: Overcompensating
    - o Red Flag #4: Mismatch Between Words and Body Language
      - Finding the Right Balance: Trust but Verify
  8. Putting the Pieces Back Together
    - Why Arthur Andersen and Eliot Spitzer Never Recovered but Martha Stewart Came Back
    - It’s the Apology, Stupid
    - Why a Faulty Phone Antenna Elicited More Outrage than a Plane Crash
    - The Apology Formula: The Key Ingredients of Successful Apologies
    - Finding the Right Balance: Be Prepared to Say You’re Sorry
  9. Seeing it Their Way to Get Your Way
    - Getting Inside Their Head to Get a Better Deal
    - The Art of the Mimic
    - Leaping Without Looking
    - How Asking for Advice Can Free You from Debt
    - Amplified Sounds and Soothing Jangled Nerves
    - How to Avoid Being a Racist
    - Finding the Right Balance: How to Make Sure Glue Doesn’t Become Gasoline

## 10. When to Start Your Engines

- From Political Ballots to Parole Hearings: When It's Good to Be First
- From Professors to American Idol Contestants: When It's Better to Be Last
- o Finding the Right Balance: When to Go First, When to Go Last, and How to Make It Fair
  - Should You Make the First Offer?
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- Endings Matter More than You Think
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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.

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- 320 pages

Features

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#### TABLE OF CONTENTS

##### 1. It’s All Relative

- Why Expecting Fathers Gain Weight
  - Monkeys and the Slings and Arrows of Outrageous Social Comparisons
  - Why Twins Reared Apart Can Be More Similar than Twins Reared Together
  - Doing Better and Feeling Worse: The Benefits of Graduating in a Recession
  - Sputnik Moments and Halftime Scores: Behind By a Little, But Not for Long
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    - It's All in Your Head
    - Speeding Down the Highway with Samson's Hair Blowing in the Wind
    - How to Nail a Job Interview and Become the Boss
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    - The King's Downfall
    - Finding the Right Balance: How to Speed Without Crashing
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    - The Rise of Hierarchy
    - Why You Want to Play a Game with Your Boss Rather Than Your Best Friend
    - When There Is Too Much Talent: Pecking Chickens and Squabbling Basketball Players
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    - Men Aren't from Mars and Women Aren't from Venus
    - Salaries and Sex
    - The Double Bind
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    - o The Organization
    - o Making Ourselves Blind to Undo the Double Bind
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  5. How Names Can Bond and Bully
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    - Why PhDs Want to Be Called Doctors
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    - Finding the Right Balance: Start Making Sense
  6. How to Get Others to Put Their Trust in You
    - Smile and Get a Dog
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  - Deceptive Cuckoo Birds and Misleading Dating Profiles
  - Why Cheating is Like Chocolate Cake
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  - Putting it All Together: Spotting Red Flags
  - o Red Flag #1: Inappropriate Behavior
  - o Red Flag #2: Running for the Exit
  - o Red Flag #3: Overcompensating
  - o Red Flag #4: Mismatch Between Words and Body Language
    - Finding the Right Balance: Trust but Verify
  
8. Putting the Pieces Back Together
  - Why Arthur Andersen and Eliot Spitzer Never Recovered but Martha Stewart Came Back
  - It's the Apology, Stupid
  - Why a Faulty Phone Antenna Elicited More Outrage than a Plane Crash
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9. Seeing it Their Way to Get Your Way
  - Getting Inside Their Head to Get a Better Deal
  - The Art of the Mimic
  - Leaping Without Looking
  - How Asking for Advice Can Free You from Debt
  - Amplified Sounds and Soothing Jangled Nerves
  - How to Avoid Being a Racist
  - Finding the Right Balance: How to Make Sure Glue Doesn't Become Gasoline
  
10. When to Start Your Engines
  - From Political Ballots to Parole Hearings: When It's Good to Be First
  - From Professors to American Idol Contestants: When It's Better to Be Last
  - o Finding the Right Balance: When to Go First, When to Go Last, and How to Make It Fair
    - Should You Make the First Offer?
  - o Finding the Right Balance: Resolve the First-Offer Dilemma by Making a First Offer Later
    - How to Put Your Offer on the Table
    - Precision Matters
  - o Finding the Right Balance: How to Make Ambitious First Offers but Appear Cooperative
  
11. How to Cross the Finish Line
  - Endings Matter More than You Think
  - Be Careful When You Smile
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13 of 13 people found the following review helpful.

An Extraordinary Book!

By Gary Narin

I am an entrepreneur and have run my own businesses for several years as well as having worked for some of

the largest global retailers. I have read over one hundred business- related 'how to' books in the last two decades and have never been compelled to write a review. But this book has changed my life. The self-awareness and ability to know when to compete and when to cooperate sound simple. But this skill is so difficult to master and I am now convinced essential to one's success.

While many business books contain helpful information, this book is so credible and readable that I could not put it down. Full of real life and current case studies, the content is informative and relatable. Each chapter is full of learnings for me as a husband, father and entrepreneur. I was captivated from the very first chapter, and learned insights into hierarchy, perspective taking and building trust that have helped me navigate my professional and personal worlds. I can't recommend 'Friend & Foe' enough--this is an extraordinary book, and has already helped me feel more in control of my destiny in so many ways.

6 of 6 people found the following review helpful.

Stand-out narrative discussing a fundamental topic in social psychology

By Ari Dyckovsky

I've read quite a few popular psychology books from both sociological and business perspectives, and often do so to further understand the connections between the deeper academic content the books are based on. In the case of Friend & Foe, Galinsky and Schweitzer provide a flowing, comprehensive, and fascinating narrative on top of a difficult set of concepts. I highly suggest the book for anyone generally interested in social psychology, as well as those looking for evidence-based stories that teach the ins and outs of navigating difficult social tasks that often occur in business and politics.

Please note: This book implicitly requests a commitment from the reader to understand and think about the context behind why people cooperate or compete. While the information alone is interesting, only those who treat Friend & Foe as an intellectual endeavor will truly learn and thus benefit. So, if you're looking for a quick list of "how-to" statements, you're looking at the wrong text. However, you'll gain so much more reading this narrative crafted by topic experts than any such list you find online.

5 of 5 people found the following review helpful.

A Great Guidebook for Navigating Relationships at Work

By david j whellan

Friend and Foe provides a great guide on how to navigate our world with all its complexities and dynamic changes. At the core of our work is the relationships we have with our colleagues, whether equals, bosses or employees. The best "win" is when we can develop these relationships to achieve a goal. Adam Galinsky and Maurice Schweitzer have put together a book where each chapter builds upon the previous chapters to highlight critical take home messages on how we behave in the real world and ways we can improve our outcomes. (I have already incorporated the power position to get myself ready for a big meeting.) The book is easy to read and does a great job of combining real world stories with research either completed by the authors or other experts. From the beginning of a relationship to the completion of the deal, this book provides helpful guidance on how to successfully compete in today's world but also how to live within it. These lessons are not just for the workplace but will help you in your life outside of work, as the authors point out throughout the book. Finally, as a father of 3 daughters, I will be sure to suggest each one reads the chapter on being a woman in the workplace.(Chapter 4) The authors have done a great job of highlighting the inequalities woman face but also offer strategies on how to hopefully gain some equal footing.

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## Review

“The fresh practical insights of ‘Friend & Foe’ underscore the potential benefits of disseminating research results beyond the ivory tower... the authors perform a significant public service by pulling back the self-imposed veil that academics drape over their most socially relevant research.” New York Times

“Their approach yields fascinating and often counter-intuitive examples...The book aims high and largely fulfils its promise of handing the reader tools to be a better friend and a more formidable foe....if you cannot shift between competition and co-operation according to the situation, you are doomed to lose out.” Financial Times

“But is there a little bit of Mr Trump in all powerful people? This question kept occurring to your columnist while reading a new book, ‘Friend and Foe’, by Adam Galinsky and Maurice Schweitzer. The two academics are among the pioneers of a technique called ‘power priming’, that helps people feel more masterful. They find that, once primed for power, even the most reticent people experience significant changes in their behaviour.” The Economist

“[One of the new] Books That—Really!—Help”- Oprah.Com

“Friend & Foe shows how leaders can build high-trust environments without relinquishing the power vested in them...Galinsky and Schweitzer share several applicable examples of how leaders can do this in small, useful ways.” INC

“Combining their original research with existing social and psychological studies, the authors cover a broad spectrum of situations, including how to earn trust, how to recognize deception (and why cuckoo birds are masters of the art), how to get your way by seeing it “their” way, and more. By incorporating colorful anecdotes to illustrate their points, the authors of Friend and Foe make the science easier to follow. And the occasional bullet points and short chapter summaries help clarify the advice”. Success Magazine

“Full of tips and useful advice, this title will appeal to a broad audience as well as to avid readers of business how-to.” Library Journal Review

“The book will make all CEOs and employees rethink their relationships.” Biz Ed Magazine

“Friend and Foe is one of the best works of popular social science I’ve read in a long time. This book is packed with so many deep insights and shrewd takeaways, I grew exhausted from taking notes!” - Daniel Pink, bestselling author of Drive and To Sell Is Human

“If I weren’t already a social scientist, reading this book would make me want to become one. Friend & Foe is an engrossing page-turner on how our thoughts and behaviors are driven by the tension between cooperation and competition.” - Amy Cuddy, author of Presence

“Friend and Foe is a fascinating voyage through the science of cooperation and competition. Discover why we compare ourselves to our Facebook friends, many gender differences are really due to power differences, and it’s usually best to make the first offer in a negotiation.”

- Adam Grant, New York Times bestselling author of Give and Take

“A treasure trove of golden nuggets of information and gem-like insights into the processes that govern social exchange. We all have to cooperate and compete to succeed. Friend and Foe provides the best roadmap I’ve ever seen for doing so—by a mile.” - Robert B. Cialdini, bestselling Author of INFLUENCE

“Galinsky and Schweitzer are star researchers and teachers. Here they use their talents to bring order to the often contradictory research on when to cooperate and compete, and they distill their insights into practical tips that anybody can use.”

-Chip Heath, co-author of Made to Stick and Switch.

“Two of the most respected scholars on success explain how you can get along and get ahead. Their guided tour of how to cooperate and how to compete is authoritative, entertaining, and eminently practical!” -Angela Duckworth, University of Pennsylvania

"A fascinating read, and an eye-opening look at how we navigate an increasingly complex social world. Meticulously researched, filled with compelling real world anecdotes, Friend And Foe is a unique and vastly entertaining roadmap to improving relationships and resolving conflicts- at work, at home, and in life." -

Ben Mezrich, NY times bestselling author of The Accidental Billionaires and Once Upon A Time in Russia

"A terrific book—full of fascinating and gee-whizzy studies and insights, with genuinely useful lessons for readers. It combines the best elements of a Malcolm Gladwell or Freakonomics book with the usefulness of smarter/better business books." - Scott Stossel, Editor of the Atlantic Magazine and author of My Age of Anxiety

“Whether it’s a boardroom negotiation or a breakfast table squabble, should we fight fiercely to get our way or compromise to keep the peace? Filled with captivating stories and cutting-edge science, Friend & Foe delivers an entertaining and practical guide that details why this is a false dichotomy. Galinsky and Schweitzer offer innovative solutions for managing the myriad conflicts that populate our daily lives.” - Linda Babcock, Author of Women Don’t Ask

"Should you be cooperative or competitive? Powerful or submissive? Hierarchical or flat? Honest or dishonest? As Galinsky and Schweitzer show in this impressive book, the answer to each of these questions



is yes! They use a wide range of research studies coupled with dozens and dozens of colorful real-life examples to show us that simple answers to complicated questions are not to be trusted and that the secret to success is balance. This book will make you a better colleague, a better negotiator and a better person.” - Barry Schwartz, author of *The Paradox of Choice* and *Practical Wisdom*

#### About the Author

Adam Galinsky is the Vikram S. Pandit Professor of Business and Chair of the Management Division at the Columbia Business School at Columbia University. He received his Ph.D. from Princeton University. Maurice Schweitzer is the Cecilia Yen Koo Professor at the Wharton School at the University of Pennsylvania. He received his Ph.D. from the Wharton School.

Combined, Galinsky and Schweitzer have published over 250 scientific articles and chapters in the fields of management, psychology, and economics. Their work has been cited in *The Economist*, *The New York Times*, *The Wall Street Journal*, *The Financial Times*, *The New Yorker*, National Public Radio, and more.

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#### TABLE OF CONTENTS

1. It's All Relative
  - Why Expecting Fathers Gain Weight
  - Monkeys and the Slings and Arrows of Outrageous Social Comparisons
  - Why Twins Reared Apart Can Be More Similar than Twins Reared Together
  - Doing Better and Feeling Worse: The Benefits of Graduating in a Recession
  - Sputnik Moments and Halftime Scores: Behind By a Little, But Not for Long
  - When Comparisons Go Wild
  - Finding the Right Balance: How to Make Comparisons Work for Us
2. It's Good to Be the King . . . Until it Isn't
  - It's All in Your Head
  - Speeding Down the Highway with Samson's Hair Blowing in the Wind
  - How to Nail a Job Interview and Become the Boss
  - Powerholics: Invincibility and Invisibility
  - The Powerful Think They Are the Only Ones on the Highway
  - The King's Downfall
  - Finding the Right Balance: How to Speed Without Crashing
3. When Hierarchy Wins . . . And When it Loses
  - The Rise of Hierarchy
  - Why You Want to Play a Game with Your Boss Rather Than Your Best Friend
  - When There Is Too Much Talent: Pecking Chickens and Squabbling Basketball Players
  - When Hierarchy Hurts
  - Finding the Right Balance: How Psychological Safety Helps Hierarchies Win Without Killing
4. It's Good to be the Queen . . . But It's Easier Being the King
  - Men Aren't from Mars and Women Aren't from Venus
  - Salaries and Sex
  - The Double Bind
  - Queen Bees: When Women Exclude Women
  - Finding the Right Balance: It Takes a Village to Lean in Without Getting Pushed Back

- o The Organization
  - o Making Ourselves Blind to Undo the Double Bind
  - o Lawyers, Mama Bears, and the Power of Advocating for “Us”
5. How Names Can Bond and Bully
    - Names as Cooperative Glue
    - Why PhDs Want to Be Called Doctors
    - Banning the Word Bossy and Why Phillip Morris Became Altria
    - Reappropriation: Turning Your Weakness into Your Strength
    - Finding the Right Balance: Start Making Sense
  6. How to Get Others to Put Their Trust in You
    - Smile and Get a Dog
    - I’m Sorry for the Rain
    - When It Pays to Drive Rather Than Fly
    - “They Did What They Had to Do”
    - When to Spill Your Coffee: The Hidden Strength in Vulnerability
    - Why Happy Families Produce Terrorists
    - Finding the Right Balance: Reputations and Relationships
  7. When and How to Raise Your Guard
    - Deceptive Cuckoo Birds and Misleading Dating Profiles
    - Why Cheating is Like Chocolate Cake
    - When Deception Builds Cooperation
    - Going up 96 Percent of the Time, Captain Mbote, and \$57 Million in Cash
    - Putting it All Together: Spotting Red Flags
    - o Red Flag #1: Inappropriate Behavior
    - o Red Flag #2: Running for the Exit
    - o Red Flag #3: Overcompensating
    - o Red Flag #4: Mismatch Between Words and Body Language
      - Finding the Right Balance: Trust but Verify
  8. Putting the Pieces Back Together
    - Why Arthur Andersen and Eliot Spitzer Never Recovered but Martha Stewart Came Back
    - It’s the Apology, Stupid
    - Why a Faulty Phone Antenna Elicited More Outrage than a Plane Crash
    - The Apology Formula: The Key Ingredients of Successful Apologies
    - Finding the Right Balance: Be Prepared to Say You’re Sorry
  9. Seeing it Their Way to Get Your Way
    - Getting Inside Their Head to Get a Better Deal
    - The Art of the Mimic
    - Leaping Without Looking
    - How Asking for Advice Can Free You from Debt
    - Amplified Sounds and Soothing Jangled Nerves
    - How to Avoid Being a Racist
    - Finding the Right Balance: How to Make Sure Glue Doesn’t Become Gasoline
  10. When to Start Your Engines

- From Political Ballots to Parole Hearings: When It's Good to Be First
  - From Professors to American Idol Contestants: When It's Better to Be Last
  - o Finding the Right Balance: When to Go First, When to Go Last, and How to Make It Fair
    - Should You Make the First Offer?
  - o Finding the Right Balance: Resolve the First-Offer Dilemma by Making a First Offer Later
    - How to Put Your Offer on the Table
    - Precision Matters
  - o Finding the Right Balance: How to Make Ambitious First Offers but Appear Cooperative
11. How to Cross the Finish Line
- Endings Matter More than You Think
  - Be Careful When You Smile
  - Commencement

As one of the window to open up the brand-new globe, this *Friend & Foe: When To Cooperate, When To Compete, And How To Succeed At Both* By Adam Galinsky, Maurice Schweitzer provides its remarkable writing from the writer. Published in one of the popular publishers, this publication *Friend & Foe: When To Cooperate, When To Compete, And How To Succeed At Both* By Adam Galinsky, Maurice Schweitzer becomes one of one of the most needed books just recently. Really, the book will certainly not matter if that *Friend & Foe: When To Cooperate, When To Compete, And How To Succeed At Both* By Adam Galinsky, Maurice Schweitzer is a best seller or not. Every book will still give ideal resources to get the viewers all finest.