



SUN
TZU'S

THE
ART
OF
WAR

孫子兵法

Translation, Introduction, Explanations,
and Adaptations of Concepts
by Gary Gagliardi

A Gift to You From

Science of Strategy Institute

The world's leading membership organiza-
tion for strategy.

www.ScienceOfStrategy.com

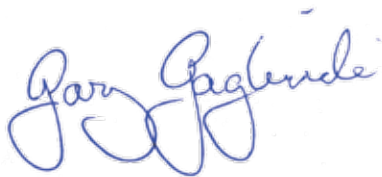
The Power of Sun Tzu's Strategy

I have personally used the ideas in this book to build a successful career in corporate sales, management, and marketing and then go on to start my own software company, which became one of the Inc. 500 fastest growing companies in America. After selling my software company, I dedicated my life to spreading the principle of “winning without conflict” taught in this book.

This mission became even more important when I was diagnosed with cancer. As I went through treatment, I saw that many of my fellow patients were literally dying because they hadn't been trained how to make good strategic decisions. It was that experience that led me to start the Science of Strategy Institute as a non-profit corporation, inviting [our members](#) to work together to learn strategy.

While you are may be reading this book out of curiosity, we hope it interests you in learning more about the science of strategy and how to use these principles to make faster, easier progress in your life with less conflict.

Sincerely,

A handwritten signature in blue ink that reads "Gary Fogel". The signature is fluid and cursive, with the first name "Gary" and last name "Fogel" clearly legible.

Award Recognition for Strategy Books by Gary Gagliardi

(Click on the book title to read more about it on the web.)

[The Golden Key to Strategy](#)



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[The Art of War Plus
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*Dedicated to my wife, Rebecca,
who makes it all wonderful!*

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What Mastering *The Art of War's* Secrets Will Do For You

by [Gary Gagliardi](#)

Our world is getting more challenging, but it is also bursting with new opportunities. One of those opportunities is joining with other people who are studying the strategic principles in this book. To be successful, we all need to use better strategy, but not just in the sense of long-term planning, which works less and less well in our dynamic age. We need to make our everyday decisions from a stronger strategic perspective. Our information age is defined by interconnected organizations and adaptive processes, but we grew up in an education system that taught us only how to work in hierarchical organizations and pre-planned processes. We need new strategic skills for the decision-rich environment in which we now live. [Read most about these challenges here.](#)

The heart of Sun Tzu's strategic system is the idea of "winning without conflict." We were all put on Earth to accomplish something. Ordinary people see successful people as gifted, special, and different, but successful people are ordinary people who saw their opportunity and acted on it. You cannot predict or plan the path that will take you to your goals. You can only discover that path. You can see that path more clearly working with other people. Others can see your position in ways that you cannot. Perspective is always easier if you are working with others rather than fighting them. Fighting is costly. We all have limited resources. We must use those resources to make progress in ways that leverage the support of others while avoiding their opposition.

As you will learn in going through this book, from the beginning the task of improving positions while avoiding conflict requires a lot of knowledge. As a science, adaptive strategy combines

concepts from physics, psychology, and economics. In the science known as cognitive engineering, it is known as “rapid cognition” and “recognition-primed decision-making.” The most recent scientific research documents the reality of the “super powers” of rapid recognition including the ability to see what is invisible. [To learn more about the science behind adaptive strategy, click here.](#)

This book is for and about people who are in the game, who want to fulfill their potential and become their true selves. It is for people who want to join with others in learning strategy. Sun Tzu’s science of strategy has a long history of creating winners but that list has mushroomed with the advent of our membership program. Sun Tzu’s methods have been proven to work on the battlefields, in business, politics, sports, and many other areas as well, but it works best when we build our knowledge and share our perspective with others. [You can read more about the success of those using our materials, including this free book, here.](#)

Sun Tzu’s classical strategy provides a clear framework for understanding complex and fast-changing situations. Your success requires understanding your position, leveraging your opportunities in the environment, and responding properly to specific situations. In the institute’s training programs for our members, these three areas of study are called position awareness, opportunity development, and situational response. Instead of expecting a specific result, these methods work to advance your position by exploring situations to uncover the opportunities hidden within them. You cannot know ahead of time what opportunities will come in the course of a day, much less in the course of your lifetime.

Read this book now and re-read it again a few months from now. On your second reading, you

will discover that, as your situation changes, different lessons become more important. When I first started studying Sun Tzu, after reading the book several times, I realized that I was missing the greater part of Sun Tzu's system because they didn't apply to my *immediate* situation. My day-to-day decisions were based on my old habits, not Sun Tzu's principles. I only discovered my mistakes after the fact when I re-read the book. It was at that point, I decided to get serious about learning Sun Tzu's system instead of just reading and re-reading the book. After I began carefully studying Sun Tzu and actively using his ideas every day, my life began to change, getting better and better in every way.

Most people go through four stages of knowledge that we call the Four "E's." At the Exploration Stage, they get an overview of the system. In the Education Stage, they start really learning its elements. At the Exercise Stage, they begin to practice these methods in exercises, planning, and every day decision-making. At the Expertise State, you internalize this system, and find yourself making dramatically better decisions instantly and effortlessly. To learn more about the stages of learning [Sun Tzu's strategy, click here](#).

The Science of Strategy Institute was created as a home for those who are interested in developing their strategic skills and promoting "winning without conflict," making the world a more successful and less destructive place. We encourage our members to reach out to others, form their own local chapters for meetings and events, and to form on-line special interests groups discussing the application of these principles to specific areas from selling to sports. [Apply for membership today!](#)



Introduction: Understanding Sun Tzu's Strategy

by [Gary Gagliardi](#)

In English translation, much of Sun Tzu's *The Art of War* sounds like vague aphorisms, especially when you don't see how they apply to your immediate situation. However, in the original Chinese, the work is a series of very specific strategic formulas that can be applied to many different situations. We can translate these formulas only approximately into English sentences. To make understanding more challenging, many of these concepts are expressed in the rich cultural tradition of ancient Chinese science. To appreciate what this means, you may want to read the [Chinese Science Overview](#), which explains a little of the framework around which Sun Tzu's work is built.

We describe Sun Tzu's work as the "science of strategy" because there is a huge difference between a scientific work and a self-help book. When reading science you have to read every word carefully to master the terminology. Each concept is built on the foundation of previous ideas. You can open a self-help book to any chapter and understand the basic ideas without studying the preceding chapters carefully. The authors include examples, illustrations, exercises, and practice drills to help you master key concepts. Sun Tzu's work lacks all these features.

In Sun Tzu's work, the difference between "fight," "conflict," "battle," and "attack" is as great as the difference between "rational numbers," "irrational numbers," "real numbers," and "imaginary numbers" in mathematics. As in mathematics, we can understand what the words "rational" "irrational," "real," and "imaginary" mean and still have no idea about how those terms define different

types of numbers. The same is true in Sun Tzu's work. When we read "fight," "conflict," "battle," and "attack" we assume we know what is being said. We quickly forget—and often do not even notice—Sun Tzu's very specific definitions of terms.

My notes in this edition exist to call attention to what you are missing and how easy it is to forget the defined terms and their real meaning. As the work goes on, Sun Tzu uses his specialized vocabulary to express more complex ideas. Most of these ideas are difficult to explain without this specialized vocabulary. However, since casual readers do not master the vocabulary, they cannot see the points that are being made. People can see fine distinctions in strategic situations when they are trained. That training strategy with learning a precise vocabulary.

The book defines a complex array of relationships among the concepts defining a strategic position and how it is advanced in a competitive environment. Chinese scientific tradition taught—as modern science does—that most concepts are beyond words. They are best expressed in formal relationships of formulas. A good example is $E=MC^2$, which can be generally described as the relationship between energy and matter. See [this web page](#) for a short explanation of the specific meaning in what seems on the surface like a very general statement in Sun Tzu's work.

Because of depth of meaning in each character and every line has a wealth of useful applications. This however, does not mean that you can make up your own interpretation. The concepts and their connections are rigorous. The only real secret to Sun Tzu is that it takes time and effort to learn his system just like it takes time to master any mathematical or scientific skills. This is why we invite people [to join our organization](#), set up their own local chapters and on-line groups,

meet to discuss our [books](#), and join on-line courses, and live training.

Sun Tzu discusses three aspects of strategy in his work. The first two chapters and the final one concentrate on positioning. The middle chapters concentrate on identifying and exploring opportunities to advance and build up positions. The penultimate and largest section of the book explores the responses required to address a specific competitive situations. Since you retain only 5 percent of what you read, the chances that you will remember the right prescriptions for a specific situation when that situation arises in your life are small after only reading the book.

We hope that reading the book will interest you further in joining our organizations and understanding and using these techniques. We designed the [our membership on-line training](#) to make mastering these ideas quick, easy, and even fun. Of course, we also offer membership for organizations and schools. Every organization in the world can profit from its people making better front-line decisions. In our training, we provide the examples, illustrations, exercises, and activities, and that you would expect in learning a science, but we do it in an adult learning environment where our attendees draw from their real-life experiences to illustration Sun Tzu's methods. We have Institute trainers all over the world training individuals within organizations in these techniques. For more information about our live training, [visit our training site](#) where we explain our program. If you are a trainer or consultant yourself (or want to become one, visit our [trainers site](#), where we explain our licensing program.



Chapter 1: Analysis



SUN TZU SAID:

I This is war.

It is the most important skill in the nation.

It is the basis of life and death.

It is the philosophy of survival or destruction.

You must know it well.

⑥Your skill comes from five factors.

Study these factors when you plan war.

You must insist on knowing your situation.

1. Discuss philosophy.
2. Discuss the climate.
3. Discuss the ground.
4. Discuss leadership.
5. Discuss military methods.

Many of our members find the cultural aspects of the work fascinating. The original Chinese is much more like formulas than sentences. For example: Competition = survival + destruction
Position = philosophy + climate + ground + leadership + method

Sun Tzu's system is the interaction of all these formulas together. You can use the same formulas to analyze any challenging situation. Sun Tzu's system is the interaction of all these formulas together. The five elements described here are based on the [five classical elements in Chinese science and philosophy](#).

¹⁴It starts with your military philosophy.

Command your people in a way that gives them a higher shared purpose.

You can lead them to death.

You can lead them to life.

They must never fear danger or dishonesty.

¹⁹Next, you have the climate.

It can be sunny or overcast.

It can be hot or cold.

It includes the timing of the seasons.

²³Next is the terrain.

It can be distant or near.

It can be difficult or easy.

It can be open or narrow.

It also determines your life or death.

Like any work of science or mathematics, the goal of strategy is to simplify complex situations with methodology. To this end, a large portion of Sun Tzu's work is spent defining terms clearly. Much of what Sun Tzu writes may seem vague, but it is very specific if you keep track of all his formulas.

Our members discuss our books on strategy. based on Sun Tzu, we include a glossary explaining the key concepts Sun Tzu used and their relationships within his strategic ap-

BONUS MATERIAL: The Chinese Revealed

For our members who are interested in the original Chinese, we offer a Chinese transliteration in [The Art of War Plus The Ancient Chinese Revealed](#). This book is the only book that shows English readers what Sun Tzu actually wrote. It was also the first book to use our “side-by-side” system, showing the Chinese with our English translation. By letting you see the original text, you can compare different translations of *The Art of War* to see for yourself what is gained and often lost in translation. All of our books on Sun Tzu are based on the Chinese formulas, not our English translation.

智Intelligence, 信trust, 仁love, 勇bravery, 嚴strict 也also.
將General 者is,

法Method 者is,
曲Bend 制system,
官Government official 道philosophy,
主Ruler 用use 也also.

凡All 此here 五five 者are,
將General 莫not 不no 聞hear,
知Knowledge 之of 者is 勝victory,
不No 知knowledge 之of 者is 不no 勝victory.

故Make 校school 以by 計plans, 2
而And yet 索demand 其this 情situation.

曰Says:
主Ruler 孰that 有has 道philosophy,
將General 孰that 有has 能ability,

²⁸Next is the commander.

He must be smart, trustworthy, caring, brave, and strict.

³⁰Finally, you have your military methods.

They shape your organization.

They come from your management philosophy.

You must master their use.

³⁴All five of these factors are critical.

As a commander, you must pay attention to them.

Understanding them brings victory.

Ignoring them means defeat.

2 You must learn through planning.

You must question the situation.

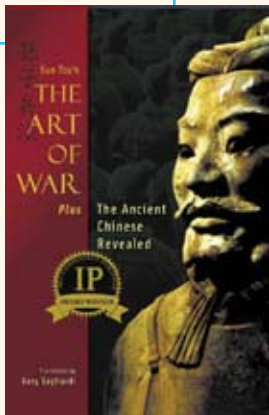
³You must ask:

Which government has the right philosophy?

Which commander has the skill?

Sun Tzu's Adaptive Response Strategy (STARS) teaches pattern recognition. These five elements are the foundation for the other eight key formulas in the system. In training our members, we organize Sun Tzu's lessons into nine areas of skill, position awareness, perspective development, opportunity recognition, opportunity evaluation, minimizing mistakes, rapid response, creative response, claiming positions, and securing positions.

The Art of War Plus The Ancient Chinese Revealed took years of research to develop, but this work was critical in creating a deep understanding of Sun Tzu's formulas. Today, this work is used as a standard for translation worldwide. It is easier for most countries, even countries in Asia such as Thailand, to develop their translation of Sun Tzu from the work we have done in this translation .



天Heaven 地ground 孰that 得obtain,
 法Method 令command 孰that 行moves,
 軍Army 衆crowd 孰that 強strong,
 士Officer 卒soldier 孰that 練train,
 賞Reward 罰penalize 孰that 明bright,
 吾We 以by 此this 知know 勝victory 負defeat 矣will be;

將General 聽listen 吾our 計plan,
 用Uses 之it 必must 勝win,
 留Remain 之it;
 將General 不no 聽listen 吾our 計plan,
 用Uses 之it 必must 負defeat,
 去Remove 之it.

計Plan 孫advantage 以by means of 聽listening, 3
 乃Therefore 爲become 之of 勢situation
 以By means of 佐assist 其this 外outside,
 勢Influence 者one,
 因Reason 利advantage 而and 制system

Which season and place have the advantage?
Which method of command works?
Which group of forces has the strength?
Which officers and men have the training?
Which rewards and punishments make sense?
This tells when you will win and when you will lose.

¹²Some commanders perform this analysis.
If you use these commanders, you will win.
Keep them.
Some commanders ignore this analysis.
If you use these commanders, you will lose.
Get rid of them.

3 Plan an advantage by listening.
Adjust to the situation.
Get assistance from the outside.
Influence events.
Then planning can find opportunities and give you control.

Are you frustrated because planning doesn't work in many situations? In competitive situations, you must make instant adaptive decisions. Most situations are not planned, but the analysis that Sun Tzu teaches is an on-going process of developing your thinking about your competitive situation.

Training your strategic cognition start with identifying the five factors introduced in this chapters how they affect your situation.

4 Warfare is one thing.
It is a philosophy of deception.

3 When you are ready, you try to appear incapacitated.

When active, you pretend inactivity.

When you are close to the enemy, you appear distant.

When far away, you pretend you are near.

7 You can have an advantage and still entice an opponent.

You can be disorganized and still be decisive.

You can be ready and still be preparing.

You can be strong and still avoid battle.

You can be angry and still stop yourself.

You can humble yourself and still be confident.

You can be relaxed and still be working.

You can be close to an ally and still part ways.

Developing strong strategic instincts requires questioning the quality of our information.

You don't need perfect information to make good decisions. All information is inherently flawed because people disguise their true intentions. Sun Tzu's methods factor this fact in. Unlike planning, your strategic cognition still works where key information is unknown.

You can attack a place without planning to do so.

You can leave a place without giving away your plan.

¹⁷You will find a place where you can win.

You cannot first signal your intentions.

5 Manage to avoid battle until your organization can count on certain victory.

You must calculate many advantages.

Before you go to battle, your organization's analysis may indicate that you might not win.

You can count few advantages.

Many advantages add up to victory.

Few advantages add up to defeat.

How can you know your advantages without analyzing them?

We can see where we are by means of our observations.

We can foresee our victory or defeat by planning.

Don't be misled when Sun Tzu's stanzas seem like vague aphorisms. The problem is that many ideas are difficult to translate and require the next step, education, which teaches you all the elements of strategy and their interconnections. This verse, for example, describes "counting," but once you master Sun Tzu's system, you know instantly when the elements in a situation don't add up in your favor. This is how you make better decisions quickly.



Chapter 2: Going to War

作戰

SUN TZU SAID:

I Everything depends on your use of military philosophy.

Moving the army requires thousands of vehicles.

These vehicles must be loaded thousands of times.

The army must carry a huge supply of arms.

You need ten thousand acres of grain.

This results in internal and external shortages.

Any army consumes resources like an invader.

It uses up glue and paint for wood.

It requires armor for its vehicles.

People complain about the waste of a vast amount of metal.

It will set you back when you attempt to raise tens of thousands of troops.

Membership in the Institute helps you internalize the skills taught by Sun Tzu, using them automatically to improve your position.

The concept of “an invader” described here is based on the idea that all positions must be advanced into new areas over time. Most people’s progress in life slows down because they stop learning and growing.

You must “invade” new areas to make progress in advancing your position.

¹²Using a huge army in battle makes success very expensive .

Long delays create a dull army and sharp defeats.

Attacking enemy cities drains your forces.

Long, violent campaigns that exhaust the nation's resources are wrong.

¹⁶Manage a dull army.

You will suffer sharp defeats.

Drain your forces.

Your money will be used up.

Your rivals will multiply as your army collapses and they will begin against you.

It doesn't matter how smart you are.

You cannot get ahead by taking losses!

²³You hear of people going to war too quickly.

Still, you won't see a skilled war that lasts a long time.

²⁵You can fight a war for a long time or you can make your nation strong.

You can't do both.

When people stop learning and growing, their progress slows down and they start making costly mistakes. Continuing your education requires time, effort, and even money, but it is easier and cheaper in an association with others. If you want to continue to improve your position for the rest of your life, you need to work with others and learn how to overcome obstacles quickly.

Make no assumptions about all the dangers in using military force. **2**
Then you won't make assumptions about the benefits of using arms either.

Sun Tzu clarifies what you can and cannot know about the future. You increase your chances of success by testing each opportunity with a minimum of risk.

People value their membership in the Institute because they want to make good decisions in unpredictable conditions. You can advance your position with your current resources if you have the necessary competitive skills and join with others.

³You want to make good use of war.

Do not raise troops repeatedly.

Do not carry too many supplies.

Choose to be useful to your nation.

Feed off the enemy.

Make your army carry only the provisions it needs.

The nation impoverishes itself shipping to troops that are far away. **3**

Distant transportation is costly for hundreds of families.

Buying goods with the army nearby is also expensive.

High prices also exhaust wealth.

If you exhaust your wealth, you then quickly hollow out your military.

Military forces consume a nation's wealth entirely.

War leaves households in the former heart of the nation with nothing.

2 Warriors never pretend that they know all the risks in choosing a course of action. Because you cannot know all the costs in advance, you cannot know your eventual rewards either.

You must invest your efforts wisely.

You cannot afford to constantly correct your mistakes.

Plan to use small steps forward.

Pick projects that are certain to improve your position.

Use everything others give you.

Plan your progress to maintain the resources you need.

3 Warriors who move too far from what they know find that they are poorer for it. Distance is another form of cost that makes success unlikely.

The further you go, the higher the price you must pay.

You cannot afford the cost of far-flung projects.

The efforts you put into traveling cannot also be used to build up your position.

Moving too far afield can destroy your position completely.

Long-distance campaigns erode dependable forms of support and erode your position.

BONUS MATERIAL:
[The Warrior's Apprentice](#)

[The Warrior's Apprentice, Your First Guide to Strategy](#) is another of our award-winning books. It explains and adapts Sun Tzu's ideas to make them easier to understand and use in your everyday life. As shown here, its side-by-side format shows the complete text of *The Art of War* on the left-hand pages and the "apprentice" ad-

The tangible resources of war—horses, armor, helmets, etc.—are also a metaphor for all the resources that you cannot afford to lose, especially your time. All resources are limited

The point here is that conflict is costly. You cannot predict its outcome. Every move is an experiment. We master Sun Tzu's system so that you can learn how to experiment safely.

⁸War destroys hundreds of families.

Out of every ten families, war leaves only seven.

War empties the government's storehouses.

Broken armies will get rid of their horses.

They will throw down their armor, helmets, and arrows.

They will lose their swords and shields.

They will leave their wagons without oxen.

War will consume 60 percent of everything you have.

Because of this, it is the intelligent commander's duty to feed off the enemy. **4**

²Use a cup of the enemy's food.

It is worth twenty of your own.

Win a bushel of the enemy's feed.

It is worth twenty of your own.

⁶You can kill the enemy and frustrate him as well.

Take the enemy's strength from him by stealing away his money.

The life of the warrior is inherently dangerous.

Many attempts at advancing your position are doomed to fail.

Every attempt at moving forward is costly.

Don't risk your future mobility on the possibility of failure.

You must maintain sources of support to defend your position.

Warriors always know how to hold onto their assets.

Warriors always protect their ability to move.

Warriors keep advances small, quick, and local to minimize costs.

4 Warriors maintain their resources through campaigns that return more than they consume.

You can win more time.

An hour spent today can save twenty hours in the future.

You can leverage your finances.

Invest a dollar today to save twenty dollars in the future.

You can improve your situation and gain resources as well.

Address the difficulties that steal away your resources and weaken your position.

The Warrior's Apprentice is especially popular among young adults who want to live the warrior way. It was written to apply to anyone's life, but the way we express these ideas are particularly chosen for the types of challenges young adults face.



⁸Fight for the enemy's supply wagons.
Capture his supplies by using overwhelming force.
Reward the first who capture them.
Then change their banners and flags.
Mix them in with your own wagons to increase your supply line.
Keep your soldiers strong by providing for them.
This is what it means to beat the enemy while you grow more powerful.

5 Make victory in war pay for itself.
Avoid expensive, long campaigns.
The military commander's knowledge is the key.
It determines whether the civilian officials can govern.
It determines whether the nation's households are peaceful or a danger to the state.



This page contains one of the key formulas for strategic understanding. It is the basis for much of the framework for understanding opportunities. Can you spot it? You cannot advance your position unless you realize that your successes must pay for themselves.



Chapter 3: Planning an Attack

謀
攻

SUN TZU SAID:

I Everyone relies on the arts of war.

A united nation is strong.

A divided nation is weak.

A united army is strong.

A divided army is weak.

A united force is strong.

A divided force is weak.

United men are strong.

Divided men are weak.

A united unit is strong.

A divided unit is weak.

Sun Tzu lays out the whole need for a membership organization here. The relationships of “united” versus “divided” is well defined in Sun Tzu’s strategy as complementary opposites.

The last verse here is critical. Unity helps you win not only in a fight but primarily by helping you see ways to avoid unnecessary battles. The question is how our reflexes are trained. Most of us have been trained to struggle through life instead of win easily. This is easier working with a group of like-minded people.

¹²Unity works because it enables you to win every battle you fight.

Still, this is the foolish goal of a weak leader.

Avoid battle and make the enemy’s men surrender.

This is the right goal for a superior leader.

2 The best policy is to attack while the enemy is still planning.

The next best is to disrupt alliances.

The next best is to attack the opposing army.

The worst is to attack the enemy's cities.

5 This is what happens when you attack a city.

You can attempt it, but you can't finish it.

First you must make siege engines.

You need the right equipment and machinery.

It takes three months and still you cannot win.

Then you try to encircle the area.

You use three more months without making progress.

Your command still doesn't succeed and this angers you.

You then try to swarm the city.

This kills a third of your officers and men.

You are still unable to draw the enemy out of the city.

This attack is a disaster.

Institute members get the opportunity to learn about these concepts in depth. For example, these four policies connect to the four steps in advancing a position, Learn-Aim-Move-Claim. There are many such numbered cross references in this work. "Five" connects to the five key factors. "Six" connects to the six dimensions of an opportunity, and so on. This tradition goes back to the *I Ching* and the *bagua* as [we explain in this article on the sources of Sun Tzu.](#)

3 Make good use of war.

Make the enemy's troops surrender.

You can do this fighting only minor battles.

You can draw their men out of their cities.

You can do it with small attacks.

You can destroy the men of a nation.

You must keep your campaign short.

⁸You must use total war, fighting with everything you have.

Never stop fighting when at war.

You can gain complete advantage.

To do this, you must plan your strategy of attack.

Strategic awareness not only wins advances. You use its leverage to prevent opponents from contesting your advances.

Chinese is a more precise language for strategy, largely because Sun Tzu defined his terms. Our terms “fight,” “battle,” and “attack” all suggest conflict. As you master strategy, you learn how to use all these different methods while avoiding conflict. You will automatically recognized the critical differences if you are able to spend enough time studying the text.

Have you noticed how our sections and lines are numbered? Our translation retains the chapter/block/line context of the original Chinese. As with a mathematical proof, context is everything in ancient Chinese, which was as you saw in our earlier example, a highly conceptual language.

¹²The rules for making war are:

If you outnumber enemy forces ten to one, surround them.

If you outnumber them five to one, attack them.

If you outnumber them two to one, divide them.

If you are equal, then find an advantageous battle.

If you are fewer, defend against them.

If you are much weaker, evade them.

Sun Tzu teaches only the math you can do in your head to pick the right response. Here, the issue is relative local strength, but situations get more complicated when you add relative size to other factors such as your field position, the type of terrain, and so on.

The methods described here—"surround," "attack," "divide," "battle," "defend," and "evade"—are very specific and are covered in several different parts of this book, not just in this one passage. Of course, the real challenge is instantly recognizing these situations and responses in your real life experiences.

¹⁹Small forces are not powerful.

However, large forces cannot catch them.

You must master command. **4**
The nation must support you.

³Supporting the military makes the nation powerful.

Not supporting the military makes the nation weak.

⁵The army's position is made more difficult by politicians in three different ways.

The rules for winning customers are:

If your product is ten times better, just take orders.

If your product is five times better, assume the sale.

If your product is twice as good, pick better prospects.

If your product is equal, sell only to the best prospects.

If your product is weaker, sell where the competition cannot.

If your product is much weaker, find market niches.

Small companies cannot sell to broad markets.

However, large companies cannot satisfy niche markets.

4 As a salesperson, you control your territory.
Your territory must support you.

You are strong when your territory is well managed.

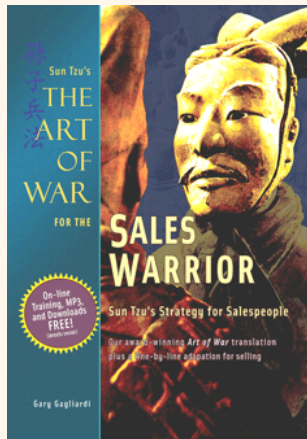
Your position is weak when your territory is poorly managed.

Poor territory management creates problems for salespeople in three ways.

BONUS MATERIAL:

[The Sales Warrior](#)

[The Art of War for the Sales Warrior](#) was our first adaptation of *The Art of War*. It is still our most popular. It was first written for the salespeople in my own software



Ignorant of the whole army's inability to advance, they order an advance.
Ignorant of the whole army's inability to withdraw, they order a withdrawal.

There were no politicians, as we know them today, in Sun Tzu's era, but there were decision-makers and decision-influencers who played political roles within organizations.

Classical strategy divides "competition" (the army) and "production" (the nation). Planning works for internal production, but strategic awareness is required in external competitive situations.

We call this tying up the army.

Politicians don't understand the army's business.

Still, they think they can run an army.

This confuses the army's officers.

¹²Politicians don't know the army's chain of command.

They give the army too much freedom.

This will create distrust among the army's officers.

¹⁵The entire army becomes confused and distrusting.

This invites invasion by many different rivals.

We say correctly that disorder in an army kills victory.

Ignorant of which prospects are the best, you try to contact everyone.

Ignorant of which prospects are bad, you are discouraged from selling to anyone.

You tie yourself up in knots.

Ignorant of management, you want different prospects.

You think you are in the wrong market.

This undermines the effectiveness of your efforts.

You must understand your priorities in selling.

You cannot sell whenever and to whomever you want.

This creates weak customer relationships.

Unfocused selling confuses your prospects and creates distrust.

This invites the competition to win away your customers.

A unfocused sales process destroys your chances of success.

The Art of War for the Sales Warrior is so important because salespeople are on the front lines of business competition. Unlike those on the inside of a company who have the luxury of a controlled work environment, salespeople have to deal with the challenge of competitors directly. Every situation that they face requires an understanding of strategic positions. They need a strategy for their territory as a whole, for each account, and for each sales call.

5 You must know five things to win:

Victory comes from knowing when to attack and when to avoid battle.

Victory comes from correctly using both large and small forces.

Victory comes from everyone sharing the same goals.

Victory comes from finding opportunities in problems.

Victory comes from having a capable commander and the government leaving him alone.

You must know these five things.

You then know the theory of victory.

6 We say:

“Know yourself and know your enemy.

You will be safe in every battle.

You may know yourself but not know the enemy.

You will then lose one battle for every one you win.

You may not know yourself or the enemy.

You will then lose every battle.”



The pattern of the five requirements for victory ties closely to the five factors in analysis, which, in turn, tie to the five elements in classical Chinese science. These interconnections make it easier to internalize all the moving parts of Sun Tzu's system. As you integrate this system into your thinking, it automatically pops out the right decisions just when you need them.

The real wisdom isn't in using the system, which becomes almost automatic, but in taking the time to master it.



Chapter 4: Positioning

形

SUN TZU SAID:

I Learn from the history of successful battles.

Your first actions should deny victory to the enemy.

You pay attention to your enemy to find the way to win.

You alone can deny victory to the enemy.

Only your enemy can allow you to win.

⁶You must fight well.

You can prevent the enemy's victory.

You cannot win unless the enemy enables your victory.

⁹We say:

You see the opportunity for victory; you don't create it.

As you develop skills as a member of the Institute, you naturally see everything as a matter of positioning. You recognize your current position and quickly see your best possible choices. You establish future positions with the intention of opening up better choices.

As in chess, you need to understand how the pieces can move to understand your position. Strategic cognition is the ability to immediately recognize the critical elements of positions.

Sun Tzu teaches you how to make much better decisions. This starts by putting your decisions into the framework of advancing or defending positions. When do you defend your position? When do you try to advance it? Do you ever abandon it?

Much of strategic cognition is based instantly choosing between two opposite courses—here, attacking (advancing) and defending. In classical strategy, we call these elements complementary opposites: two sides of the same situation.

You are sometimes unable to win. **2**

You must then defend.

You will eventually be able to win.

You must then attack.

Defend when you have insufficient strength.

Attack when you have a surplus of strength.

⁷You must defend yourself well.

Save your forces and dig in.

You must attack well.

Move your forces when you have a clear advantage.

¹¹You must always protect yourself until you can completely triumph.

Some may see how to win. **3**

However, they cannot position their forces where they must.

This demonstrates limited ability.

2 Decisions about attacking and defending are automatic. We initially and continually use our resources to defend what we have. We never attack unless we have more resources than we need to defend. Then, if we see a clear opportunity—one in which we cannot lose—then we must attack. Attacking here implies advancing, moving forward, moving into new territory, or expanding.

In the original Chinese, defense is associated with staying in place while improving a position out of basic weakness. Attack, in contrast, implies movement or action while using an opportunity from a position of strength.

Success depends totally upon our ability to protect ourselves and survive long enough for an opportunity to present itself.

3 When an opportunity presents itself, we must first recognize it. This requires vision. Then we must move a lot of resources to the right place to take advantage of the opportunity.

BONUS MATERIAL:
[The Art of War](#)
[Plus Its Amazing Secrets](#)
is our award-winning book that provides a stanza-by-stanza explanation of Sun Tzu's concepts. This format allows us to explain the interconnections among various parts of the text and its relationships to traditional Chinese science.



⁴Some can struggle to a victory and the whole world may praise their winning.

This also demonstrates a limited ability.

Though translated here in terms of “effort,” it is often easier to explain strategic cognition in terms of “leverage.” Certain specific types of decisions are triggered in the presence of leverage. When leverage is missing, the opposite course must be chosen.

Leverage requires recognizing and using the natural forces and cycles of change to your advantage. The competitive environment is more powerful than you are. Sun Tzu teaches you how use the forces in environment instead of fighting them.

⁶Win as easily as picking up a fallen hair.

Don't use all of your forces.

See the time to move.

Don't try to find something clever.

Hear the clap of thunder.

Don't try to hear something subtle.

¹²Learn from the history of successful battles.

Victory goes to those who make winning easy.

A good battle is one that you will obviously win.

It doesn't take intelligence to win a reputation.

It doesn't take courage to achieve success.

¹⁷You must win your battles without effort.

Avoid difficult struggles.

The failure here is in picking difficult—that is, costly—conflicts. Success under these conditions is too expensive, even if we win. We must choose positions that are easily and inexpensively obtained.

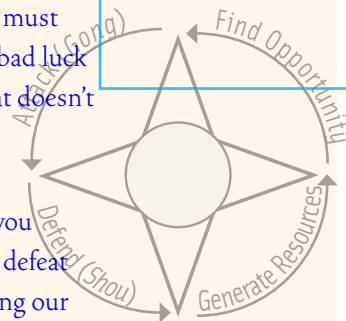
Sun Tzu taught that the world is full of opportunities. We must choose only the easiest contests most certain of success. The “time to move” is when the trends are in our favor. The “clap of thunder” means a clear, obvious sign. Sun Tzu used the metaphor of sight for vision and sound for knowledge. We must be careful not to imagine opportunities where they don’t exist.

When Sun Tzu refers to “history,” he means the past, but he also means the statistical probability of success. When it is a question of survival, we must always bet on certainties. If we don’t, we will eventually have a run of bad luck that will cost us everything. *Bing-fa* is a patient, careful philosophy that doesn’t force success.

The two key ideas—winning without effort and attacking only when you will win—are intimately connected. We always win by preventing our defeat because good defense allows us to be extremely particular about picking our

[The Art of War](#)
[Plus Its Amazing](#)
[Secrets](#)

is the ONLY book to explain in detail the system of diagramming used in traditional Chinese science to explain the interconnections between various key elements. In the beginning of each chapter, we show and explain the diagrams for the ideas in that chapter.



Fight when your position must win.
You always win by preventing your defeat.

²¹You must engage only in winning battles.
Position yourself where you cannot lose.
Never waste an opportunity to defeat your enemy.

²⁴You win a war by first assuring yourself of victory.
Only afterward do you look for a fight.
Outmaneuver the enemy before the first battle and then fight to win.

4 You must make good use of war.
Study military philosophy and the art of defense.
You can control your victory or defeat.

⁴This is the art of war:

1. Discuss the distances.
2. Discuss your numbers.

In Sun Tzu's usage, "fight" specifically means using all your resources. Did you notice that definition earlier in the text? Did you remember it when reading this section? Again, the specific way Sun Tzu uses language is different from the more general usage in English. In Chinese, characters are not verbs, nouns, or adjectives. They are concepts that we have to translate into verbs, nouns, and adjectives in English, which waters them down.

3. Discuss your calculations.
4. Discuss your decisions.
5. Discuss victory.

¹⁰The ground determines the distance.
The distance determines your numbers.
Your numbers determine your calculations.
Your calculations determine your decisions.
Your decisions determine your victory.”

¹⁵Creating a winning war is like balancing a coin of gold against a coin of silver.
Creating a losing war is like balancing a coin of silver against a coin of gold.

5 Winning a battle is always a matter of people.
You pour them into battle like a flood of water pouring into a deep gorge.
This is a matter of positioning.

Again, we see that the five points of discussion listed here map specifically to the five key factors defined in Chapter 1. Can you connect them properly? By using these patterns, Sun Tzu compresses a lot of information into his simple formulas.

Sun Tzu was the first advocate of practice, training, and drill. Most people remember less than 5% of what they read. Most people learn primarily from their mistakes, which are a lot more expensive than spending the time to develop strategic cognition.



Chapter 5: Momentum



SUN TZU SAID:

1 You control a large group the same as you control a few.
You just divide their ranks correctly.

You fight a large army the same as you fight a small one.

You only need the right position and communication.

You may meet a large enemy army.

You must be able to sustain an enemy attack without being defeated.

You must correctly use both surprise and direct action.

Your army's position must increase your strength.

Troops flanking an enemy can smash them like eggs.

You must correctly use both strength and weakness.

2 It is the same in all battles.

You use a direct approach to engage the enemy.

You use surprise to win.

Again, two opposing concepts—surprise and direct action—are defined both in terms of each other and in terms of when they are used in meeting challenges.

The choice between two complementary opposites makes the right decisions in challenging situations much easier.

⁴You must use surprise for a successful invasion.
Surprise is as infinite as the weather and land.
Surprise is as inexhaustible as the flow of a river.

⁷You can be stopped and yet recover the initiative.
You must use your days and months correctly.

⁹If you are defeated, you can recover.
You must use the four seasons correctly.

¹¹There are only a few notes in the scale.
Yet you can always rearrange them.
You can never hear every song of victory.

¹⁴There are only a few basic colors.
Yet you can always mix them.
You can never see all the shades of victory.

The natural impression that this section is poetic as opposed to substantive is completely wrong.

All the images involved—weather, land, days, months, seasons, notes, the scale, colors, shades, flavors, etc.—are tied clearly and specifically to the five factors of strategic analysis via the five Chinese elements and their connections. Knowing those connections makes the specific meaning clear.

¹⁷There are only a few flavors.
Yet you can always blend them.
You can never taste all the flavors of victory.

²⁰You fight with momentum.
There are only a few types of surprises and direct actions.
Yet you can always vary the ones you use.
There is no limit to the ways you can win.

²⁴Surprise and direct action give birth to each other.
They are like a circle without end.
You cannot exhaust all their possible combinations!

3 Surging water flows together rapidly.
Its pressure washes away boulders.
This is momentum.

Water is one of the key elements tied to one of the key strategic factors, climate. When you are trained in Sun Tzu's system, these connections are obvious and automatic.

Water is also one of the most frequently used metaphors in Sun Tzu. As you study Sun Tzu, you learn the role it plays in Chinese philosophy and the [history of the martial arts](#).

⁴A hawk suddenly strikes a bird.
Its contact alone kills the prey.
This is timing.

⁷You must fight only winning battles.
Your momentum must be overwhelming.
Your timing must be exact.

¹⁰Your momentum is like the tension of a bent crossbow.
Your timing is like the pulling of a trigger.

4 War is very complicated and confusing.
Battle is chaotic.
Nevertheless, you must not allow chaos.

⁴War is very sloppy and messy.
Positions turn around.
Nevertheless, you must never be defeated.

Are timing and momentum the complementary opposites we have seen elsewhere? No, because you don't choose between them, but they are used together.

The key is that Sun Tzu has defined momentum much more specifically than its usual use in English. It is not winning. It is taking control of the situation by combining standard approaches with an innovation.

⁷Chaos gives birth to control.
Fear gives birth to courage.
Weakness gives birth to strength.

¹⁰You must control chaos.
This depends on your planning.
Your men must brave their fears.
This depends on their momentum.

¹⁴You have strengths and weaknesses.
These come from your position.

¹⁶You must force the enemy to move to your advantage.
Use your position.
The enemy must follow you.
Surrender a position.
The enemy must take it.
You can offer an advantage to move him.

Remember when we said Sun Tzu works in mathematical terms similar to the modern ideas of chaos theory?

As conceptual constructs, you can use these ideas in a way that makes good decisions quick and easy to make once you have all the parts fit together in your thinking.

Lesson 99: Dealing with Chaos

If competition is chaotic, where does control come from?

- A. Control is impossible.
- B. It comes from human nature.
- C. It comes from discipline.
- D. It comes from aggressiveness.

Chaos gives birth to control.

Fear gives birth to courage.

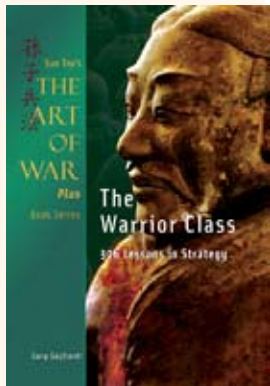
Weakness gives birth to strength.

THE ART OF WAR 5:4-7-9

Answer: B. It comes from human nature.

Even our opponents want a sense of order. Competition among people creates chaos, but that chaos itself creates a human need for order. Human nature seeks to identify patterns. We want to make sense of confusion. The greater the chaos, the more we desire order. It is this human desire for order that makes it possible for us to take control of events even during hostile confrontations. (*Lesson continues below...*)

BONUS MATERIAL:
The Warrior Class: 306 Lessons in Strategy is another of our award-winning books. (Yes, our books win a *lot* of awards.) It turns each stanza of Sun Tzu's work into a complete lesson on strategy.



You can use your men to move him.

You can use your strength to hold him.

5 You want a successful battle.

To do this, you must seek momentum.

Do not just demand a good fight from your people.

You must pick good people and then give them momentum.

⁵You must create momentum.

You create it with your men during battle.

This is comparable to rolling trees and stones.

Trees and stones roll because of their shape and weight.

Offer men safety and they will stay calm.

Endanger them and they will act.

Give them a place and they will hold.

Round them up and they will march.

Strategic cognition connects the rules of basic physics to the rules of human psychology, especially the psychology of groups. This makes it easier to predict the most likely course events will take.

In classical strategy, the same rules defined physical and psychological momentum.

The same is true of courage. Uncertainty creates fear. The greater our uncertainty, the greater our fear. At some point, we need to escape from this fear. We find the courage to make changes because, though change is normally frightening, any change is less frightening than the uncertainty of chaos. Any predictable outcome, even death, is preferable to constant fear.

Everyone has weaknesses. We are all well aware of our personal weaknesses. Strength comes from accepting our weaknesses and learning how to use them and compensate for them. We are weak because we are small, but we learn to use our small size by becoming more focused. We are unknown, but we learn to use our obscurity to promote mystery. We are all novices, but we learn to use our newness as the source of a fresh perspective. We can learn to see that every possible weakness is also a potential strength.

The chaos of competition makes our success possible. Without it, our innovations would have little or no impact on the competitive battle. We must not fear chaos but embrace it. Our fear can give us courage. Our limitations are the source of human strength.

The Warrior Class was originally developed from our Institute's [live workshops](#) for our members. Its lessons were discussion points for the group. However, over the years, we discovered that it was more effective to offer shorter live training sessions (our longest workshop is now two-days) and let our members discuss the lessons of the Warrior Class in their local chapter meetings.

For those who do not yet have their own local chapters to work with, we have now automated [the Warrior Class as interactive lessons](#). Like a video game, these lessons only allow you to move to the next level when you are able to answer its questions successfully.

Because you have to pass tests to complete the three parts of the Warrior Class, we can now certify people's competence in applying Sun Tzu's lessons.

¹³You make your men powerful in battle with momentum.

This should be like rolling round stones down over a high, steep cliff.

Momentum is critical.

You are now only about a third of the way through the text.

While each verse seems simple in itself, Sun Tzu has been adding concept on top of concept and relationship on top of relationship. By this point, no casual reader can remember what has been taught clearly enough to apply these ideas to everyday decision-making. You need education and exercise to really use this ideas. This is why [training](#) is so important.

The reader assumes that, as in modern nonfiction, ideas will be repeated and illustrated so you can remember them. To develop true strategic skills, this framework has to become part of your thinking. This requires more than just reading the work once.



Chapter 6: Weakness and Strength

虛實

SUN TZU SAID:

I Always arrive first to the empty battlefield to await the enemy at your leisure.
After the battleground is occupied and you hurry to it, fighting is more difficult.

³You want a successful battle.

Move your men, but not into opposing forces.

⁵You can make the enemy come to you.

Offer him an advantage.

You can make the enemy avoid coming to you.

Threaten him with danger.

⁹When the enemy is fresh, you can tire him.

When he is well fed, you can starve him.

When he is relaxed, you can move him.

The section discusses the skill of opportunity recognition. One of the advantages in working with others in a membership organization is getting perspective on your own position.

Weakness and strength are complementary opposites. Much of Sun Tzu's system is based on this ancient concept sometimes call yin-yang philosophy. We referred to this concept in a discussion of two other terms that are tied to a single key factor in strategy. Do you remember what the two other terms were? They were "united" and "divided." The key element they relied on was a shared mission.

2 Leave any place without haste.
Hurry to where you are unexpected.
You can easily march hundreds of miles without tiring.
To do so, travel through areas that are deserted.
You must take whatever you attack.
Attack when there is no defense.
You must have walls to defend.
Defend where it is impossible to attack.

⁹Be skilled in attacking.
Give the enemy no idea where to defend.

¹¹Be skillful in your defense.
Give the enemy no idea where to attack.

3 Be subtle! Be subtle!
Arrive without any clear formation.

Remember when “attack” and “defense” were discussed? Once you understand when to defend and when to advance, you need to know *how* to advance. This is covered here.

The organization of *The Art of War* is similar to that of other works of classical science. Basic concepts are introduced and then more sophisticated concepts are built on top of them, creating a consistent, integrated system. In Sun Tzu’s time, writing and duplicating books was very expensive. This discouraged long, detailed explanations and put more of a burden on study by the reader.

Ghostly! Ghostly!

Arrive without a sound.

You must use all your skill to control the enemy's decisions.

⁶Advance where he can't defend.

Charge through his openings.

Withdraw where the enemy cannot chase you.

Move quickly so that he cannot catch you.

¹⁰Always pick your own battles.

The enemy can hide behind high walls and deep trenches.

Do not try to win by fighting him directly.

Instead, attack a place that he must recapture.

Avoid the battles that you don't want.

You can divide the ground and yet defend it.

Don't give the enemy anything to win.

Divert him from coming to where you defend.

Our different adaptations translate the concepts of "weakness and strength" as "emptiness and fullness" or even "need and satisfaction." All are legitimate, but more important is how these two concepts are connected to the overall structure Sun Tzu has developed so far.

4 Make other men take a position while you take none.
Then focus your forces where the enemy divides his forces.
Where you focus, you unite your forces.
When the enemy divides, he creates many small groups.
You want your large group to attack one of his small ones.
Then you have many men where the enemy has but a few.
Your larger force can overwhelm his smaller one.
Then go on to the next small enemy group.
You can take them one at a time.

5 You must keep the place that you have chosen as a battleground a secret.
The enemy must not know.
Force the enemy to prepare his defense in many places.
You want the enemy to defend many places.
Then you can choose where to meet the enemy.
His forces will be weak there.

Though *The Art of War* is studied all over the world, it is best studied in conjunction with works explaining its ideas for specific uses.

Sun Tzu never gives examples of how to use his principles to make it easy to master his ideas. He never talks about specific weapons or troop formations.

7If he reinforces his front lines, he depletes his rear.
If he reinforces his rear, he depletes his front.
If he reinforces his right flank, he depletes his left.
If he reinforces his left flank, he depletes his right.
Without knowing the place of attack, he cannot prepare.
Without knowing the right place, he will be weak everywhere.

¹³The enemy has weak points.
Prepare your men against them.
He has strong points.
Make his men prepare themselves against you.

6 You must know the battleground.
You must know the time of battle.
You can then travel a thousand miles and still win the battle.

⁴The enemy should not know the battleground.
He shouldn't know the time of battle.

Symbolically, the right, left, back, and front map to the four points of the compass.

The four points of the compass, plus its center, are the basis for mapping the five key factors that define a strategic position and the four secret steps in advancing a position, which is why Sun Tzu uses the formulation several times to express his approach to finding openings, the topic of this chapter.

Here are those four compass points again. Why are they repeated? A clue: the difference between “deplete” and “support” is closely tied to the topic of this chapter, finding opportunities.

Strategic cognition is being very systematically described here, but in simply reading the book, we move so quickly through these ideas that they cannot stick.

His left flank will be unable to support his right.

His right will be unable to support his left.

His front lines will be unable to support his rear.

His rear will be unable to support his front.

His support is distant even if it is only ten miles away.

What unknown place can be close?

¹²You control the balance of forces.

The enemy may have many men but they are superfluous.

How can they help him to victory?

¹⁵We say:

You must let victory happen.

¹⁷The enemy may have many men.

You can still control him without a fight.

When you form your strategy, know the strengths and weaknesses of your plan. **7**

Opposition on different issues must not unite.
General opposition must not focus on one issue.
Productivity must not disguise weaknesses.
Weaknesses must not stop productivity.
People won't oppose changes that they don't expect.
How can unknown plans be opposed?

You decide the balance of emotion.
People may vaguely oppose doing what is needed.
How can they stop you from succeeding?

This is always true.
You must allow yourself to succeed.

Your problems may be overwhelming.
You can still solve them by avoiding confrontations.

7 When you plan your strategy, know the strengths and weaknesses of your analysis.

BONUS MATERIAL:
[The Art of War for the Management Warrior](#) applies Sun Tzu's lessons in a way that those who are responsible for a team of people within a larger organization can appreciate. This adaptation uses our line-by-line, side-by-side format as shown here. We developed this book training the management teams for some of the world's most successful companies.



When you execute a plan, know how to manage both action and inaction.

When you take a position, know the deadly and the winning grounds.

When you enter into battle, know when you have too many or too few men.

What does Sun Tzu mean by a “war’s centerpiece”? You have to know what factor Sun Tzu puts at the center of his compass for mapping a position. In classical Chinese, the center was the ground, but for Sun Tzu, it was your philosophy.

Use your position as your war’s centerpiece.

Arrive at the battle without a formation.

Don’t take a position in advance.

Then even the best spies can’t report it.

Even the wisest general cannot plan to counter you.

Take a position where you can triumph using superior numbers.

Keep opposing forces ignorant.

Everyone should learn your location after your position has given you success.

No one should know how your location gives you a winning position.

Make a successful battle one from which the enemy cannot recover.

You must continually adjust your position to his position.

8 Manage your military position like water.

Water takes every shape.

When you execute your plan, know what needs to be done and what can be left undone.

When you make a decision, know exactly what will work and what will not.

When you move, know when you have too many or too few resources.

Use your credibility as leverage for your projects.

Go into every situation with an open mind.

Avoid being easily predictable.

Then the opposition can't spread rumors against you.

Even the most adamant opponent cannot counter you.

Make decisions that have the weight of the organization behind them.

Keep potential opposition in the dark.

Potential opponents should learn about your project only after it succeeds.

They should not see how you were able to create the support that you needed.

Make your success so clear-cut that others cannot disparage or minimize it.

Always adjust your plan to weaken any opposition.

The Art of War for the Management Warrior discusses strategy in dealing with a management war on two fronts: the competitive pressures from outside the company and political pressures from within the company.

8 You must remain flexible in your decision-making.
Decisions can take any shape.

It avoids the high and moves to the low.

Your war can take any shape.

It must avoid the strong and strike the weak.

Water follows the shape of the land that directs its flow.

Your forces follow the enemy, who determines how you win.

⁸Make war without a standard approach.

Water has no consistent shape.

If you follow the enemy's shifts and changes, you can always find a way to win.

We call this shadowing.

¹²Fight five different campaigns without a firm rule for victory.

Use all four seasons without a consistent position.

Each day passes quickly.

A month can decide your failure or success.

Here again we see Sun Tzu's interconnection of concepts. The five campaigns are tied to the five key factors defining a position. The four seasons are tied to the four steps in advancing a position.

Weakness and strength are the engine in Sun Tzu's system. If you want to learn a little more for free, you might want to go to warriorclassblog.com the free blog discussing Sun Tzu's concepts.



Chapter 7: Armed Conflict

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SUN TZU SAID:

I Everyone uses the arts of war.
You accept orders from the government.
Then you assemble your army.
You organize your men and build camps.
You must avoid disasters from armed conflict.

⁶ Seeking armed conflict can be disastrous.
Because of this, a detour can be the shortest path.
Because of this, problems can become opportunities.

⁹ Use an indirect route as your highway.
Use the search for advantage to guide you.
When you fall behind, you must catch up.
When you get ahead, you must wait.

You must know the detour that most directly accomplishes your plan.

This chapter ends the first half of the book, which lays out the basic framework of strategic cognition. At this point, Sun Tzu has defined literally dozens of key concepts, so many that most casual readers will have lost track of more of them. For the real student of strategy, this is where the science gets even more interesting.

This chapter plays an important role in summarizing the first half of the book and introducing the more detailed second half, which looks at more specific conditions and the special responses that they require.

¹⁴Undertake armed conflict when it creates an advantage.
Seeking armed conflict for its own sake is dangerous.

2 You can build up an army to fight for an advantage.
Then you won't catch the enemy.
You can force your army to go fight for an advantage.
Then you abandon your heavy supply wagons.

⁵You keep only your armor and hurry after the enemy.
You avoid stopping day or night.
You use many roads at the same time.
You go hundreds of miles to fight for an advantage.
Then the enemy catches your commanders and your army.
Your strong soldiers get there first.
Your weaker soldiers follow behind.
Using this approach, only one in ten will arrive.
You can try to go fifty miles to fight for an advantage.
Then your commanders and army will stumble.

The concepts of “advantage” and “fighting” were specifically defined earlier. If you don't remember what they mean, you won't understand what Sun Tzu specifically means by “fighting for an advantage” here.

“Advantage” means an opening where you have an opportunity to outperform rivals. “Fighting” means investing all your resources. A basic idea of strategy is that you cannot, through your own efforts, create an opening. Investing resources to try to create openings never works in any situation, for the specific reasons Sun Tzu explains here.

Using this method, only half of your soldiers will make it.
You can try to go thirty miles to fight for an advantage.
Then only two out of three get there.

¹⁸If you make your army travel without good supply lines, your army will die.
Without supplies and food, your army will die.
If you don't save the harvest, your army will die.

²¹Do not let any of your potential enemies know what you are planning.
Still, you must not hesitate to form alliances.
You must know the mountains and forests.
You must know where the obstructions are.
You must know where the marshes are.
If you don't, you cannot move the army.
If you don't, you must use local guides.
If you don't, you can't take advantage of the terrain.

This list refers to specific topics—mountains, marshes, forests, alliances, etc.—that Sun Tzu defines *later* in the text.

He makes his point about the importance of knowledge by intentionally introducing ideas that you cannot understand at this place in the text.

3 You make war using a deceptive position.

If you use deception, then you can move.

Using deception, you can upset the enemy and change the situation.

You can move as quickly as the wind.

You can rise like the forest.

You can invade and plunder like fire.

You can stay as motionless as a mountain.

You can be as mysterious as the fog.

You can strike like sounding thunder.

¹⁰Divide your troops to plunder the villages.

When on open ground, dividing is an advantage.

Don't worry about organization; just move.

Be the first to find a new route that leads directly to a winning plan.

This is how you are successful at armed conflict.

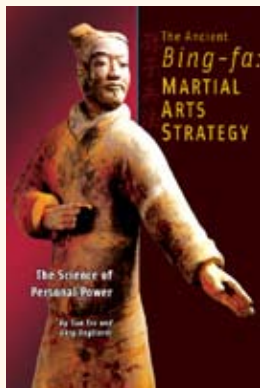
Though these topics are defined later, any reader of ancient Chinese would recognize these associations, which again go back to the *I Ching* and the *ba gua*.

For Western readers, it is necessary to explain these concepts in today's practical terms, which we do in our adaptations.

3 You must not let potentially dangerous people think that you are against them. Your best opportunity to move forward is avoiding them entirely. If you cannot avoid them, your goal should be to make them think that you are willing to be friendly with them. You can then get away from them as quickly as possible. You can learn their strengths and weaknesses. You need to know how dangerous people might hamper your progress. You need to learn where you might get trapped. Without creating a challenge, you must appear unmovable. Let dangerous people know as little as possible about you. You can then surprise them by defending yourself if necessary.

Making yourself seem less successful than you are protects your resources. In situations in which you might be challenged, appearing weak is an advantage. Don't worry about what others think; focus on your own progress. Be creative about finding an easy way around the dangerous people who might confront you. Outmaneuvering opponents is how you are successful in real-world fights.

BONUS MATERIAL:
The Ancient Bing-fa: Martial Arts Strategy is an award-winning sports book that we developed for students and teachers of the martial arts. Our membership involves many diverse communities of interest, including those interested in the martial arts.



4 Military experience says:
“You can speak, but you will not be heard.

You must use gongs and drums.

You cannot really see your forces just by looking.

You must use banners and flags.”

⁶You must master gongs, drums, banners, and flags.

Place people as a single unit where they can all see and hear.

You must unite them as one.

Then the brave cannot advance alone.

The fearful cannot withdraw alone.

You must force them to act as a group.

¹²In night battles, you must use numerous fires and drums.

In day battles, you must use many banners and flags.

You must position your people to control what they see and hear.

This section offers practical advice about competitive communication, but it is easy to miss its connections to the larger picture. Notice that this is the fourth block in this chapter. These four blocks describe the four skills in advancing a position.

We haven't mentioned the “block” (indicated by large block numbers) and “stanza” (each verse) system and its use in developing the meaning in these lessons. In ancient Chinese, chapters, blocks, and stanzas repeat key concepts, changing wording to emphasize different ideas as we repeat verses in a song. This approach adds meaning in a systematic way that is easy to memorize.

4 At this point, the topic changes from avoiding real-world battles to winning in fights when you can't avoid them. The first key to winning a real fight is making a lot of noise. You must work hard to get the attention of those around you. You can get aid from unexpected areas if you make your situation clear.

Communication is how you control confrontations. You must control what others, both your opponents and potential allies, see and hear. You need to get other people on your side. If you are too aggressive, you alienate others and increase the hostility against you. If you are too timid, you lose the support of others and invite attacks. You must offer a reason for others to join with you.

When it is night, you must make more noise. During the day, you use motion to signal others. You must expect others to interpret their situation, whether it is safe to attack you or join you, based upon what they see and hear you do.

The Ancient Bing-fa: Martial Arts Strategy starts by tracing the martial arts back through Asian history back to its roots in sword training based upon Sun Tzu's philosophy. When both weapons and Sun Tzu's work were denied to the common people, his tradition was carried on in the physical training of the martial arts that spread through Asia.

5 You control your army by controlling its morale.
As a general, you must be able to control emotions.

³In the morning, a person's energy is high.

During the day, it fades.

By evening, a person's thoughts turn to home.

You must use your troops wisely.

Avoid the enemy's high spirits.

Strike when his men are lazy and want to go home.

This is how you master energy.

¹⁰Use discipline to await the chaos of battle.

Keep relaxed to await a crisis.

This is how you master emotion.

¹³Stay close to home to await the distant enemy.

Stay comfortable to await the weary enemy.

Remember the discussion earlier about timing in the chapter on momentum? Can you say how this discussion is related?

In training people to understand Sun Tzu, we continually ask questions to get them thinking. You can develop better decision-making skills only by making decisions. You learn faster from your mistakes. We prefer people to make their strategic mistakes in our classes rather than their lives.

Stay well fed to await the hungry enemy.

This is how you master power.

6 Don't entice the enemy when his ranks are orderly.
You must not attack when his formations are solid.

This is how you master adaptation.

4 You must follow these military rules.

Do not take a position facing the high ground.

Do not oppose those with their backs to the wall.

Do not follow those who pretend to flee.

Do not attack the enemy's strongest men.

Do not swallow the enemy's bait.

Do not block an army that is heading home.

Leave an escape outlet for a surrounded army.

Do not press a desperate foe.

This is how you use military skills.



The part of strategic cognition is called situation response. The specific items in this section are covered in more detail later in the text.

Here the point is that avoiding the wrong action is often more important than choosing the right action. This is important because, as you develop your sense of strategic cognition, it is usually easier to know the wrong action. If you reject those actions without having to think about them, you are closer to choosing the correct action.

Since conflict can be so costly, good strategic thinking eliminates unnecessary conflict in people's lives.



Chapter 8: Adaptability

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SUN TZU SAID:

I Everyone uses the arts of war.
As a general, you get your orders from the government.
You gather your troops.
On dangerous ground, you must not camp.
Where the roads intersect, you must join your allies.
When an area is cut off, you must not delay in it.
When you are surrounded, you must scheme.
In a life-or-death situation, you must fight.
There are roads that you must not take.
There are armies that you must not fight.
There are strongholds that you must not attack.
There are positions that you must not defend.
There are government commands that must not be obeyed.

This is a pivotal chapter. Sun Tzu has finished laying out his basic framework for making strategic decisions. The next half of the book has a different purpose.

Here he warns us that before we can really use this system, we have to master an additional level of complexity. That level of complexity was introduced in the previous chapter and will be explained in more detail in the next three long chapters.

¹⁴Military leaders must be experts in knowing how to adapt to find an advantage.
This will teach you the use of war.

¹⁶Some commanders are not open to making adjustments to find an advantage.
They can know the shape of the terrain.
Still, they cannot find an advantageous position.

¹⁹Some military commanders do not know how to adjust their methods.
They can find an advantageous position.
Still, they cannot use their men effectively.

2 You must be creative in your planning.
You must adapt to your opportunities and weaknesses.
You can use a variety of approaches and still have a consistent result.
You must adjust to a variety of problems and consistently solve them.

Sun Tzu's concept of "adaptability" doesn't mean doing whatever you think. It means doing exactly what is required given the situation.

The following chapters cover an array of overlapping conditions defining the situation specifically.

3 You can deter your potential enemy by using his weaknesses against him.
You can keep your potential enemy's army busy by giving it work to do.
You can rush your potential enemy by offering him an advantageous position.

4 You must make use of war.
Do not trust that the enemy isn't coming.
Trust your readiness to meet him.
Do not trust that the enemy won't attack.
Rely only on your ability to pick a place that the enemy can't attack.

Strategy focuses on establishing a position rather than on defeating enemies as its goal.

However, in the following chapters, Sun Tzu will explain that a key aspect of any position is its strengths relative to opposing positions.

FLOW LIKE WATER AND CHANGE LIKE WIND

You can know exactly where the position you desire is located, but you cannot plan exactly how to get there. The sea of human activity is more like a restless ocean than a fixed grid of city streets.

THE KEY OF ADAPTABILITY: All moves depend totally on your ability to adapt.

No Crystal Ball

You cannot know the conditions you will face getting to your destination until you are on your way. Like a ship sailing across the ocean, you must continually adapt to the changing winds and currents using all the techniques of sailing. In strategy, you must continually adapt to the changing winds and currents of situations using all the techniques of moving.

BONUS MATERIAL:
[The Golden Key to Strategy](#) won the Ben Franklin Book Award for Psychology/Self-help. It puts the strategic lessons of Sun Tzu into a fast, friendly, and fun format.

We have many members who have trouble relating to the original work's focus on military war. So, unlike most of our other books, *The Golden Key* doesn't contain the complete text of *The Art of War*, but as you can see from this example, its principles are all come directly on Sun Tzu's work.

This design makes it an excellent work for schools and school districts who want to help young people master strategy.

5 You can exploit five different faults in a leader.

If he is willing to die, you can kill him.

If he wants to survive, you can capture him.

He may have a quick temper.

You can then provoke him with insults.

If he has a delicate sense of honor, you can disgrace him.

If he loves his people, you can create problems for him.

In every situation, look for these five weaknesses.

They are common faults in commanders.

They always lead to military disaster.

¹¹To overturn an army, you must kill its general.

To do this, you must use these five weaknesses.

You must always look for them.



The five key factors are again the basis for this statement about leadership, especially leadership as specifically defined in Chapter 1.

If you don't remember that definition of leadership, you will miss how this discussion of flaws is based on excesses rather than absences. You may want to go back to Chapter 1 and find the five characteristics of commanders. We have said it before, but it does get easier and easier to remember all these elements when you study because they connect together.

Strategy makes you acutely aware of changes around you.



As you advance in life, you are going to meet many different conditions on the way to many different destinations. Some moves will be pleasant excursions. Other moves will turn into crazy games of chicken. Some moves will become races. In other moves, you will discover that the way you planned to go has been closed for construction.

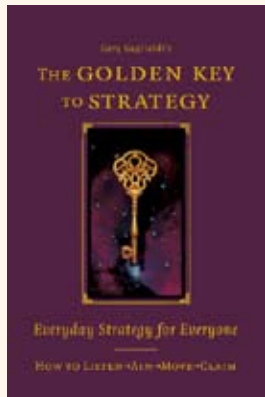
“ADAPT OR PERISH, NOW AS EVER, IS NATURE’S INEXORABLE IMPERATIVE.” H. G. WELLS

The Nine Specific Conditions

There are nine special situations that you must instantly recognize and adapt to:

- 🔒 Scattering conditions arise when attacked by a foe.
- 🔒 Easy conditions arise early in a new advance.
- 🔒 Disputed conditions arise on valuable ground.
- 🔒 Open conditions arise when the ground is clear.

[The Golden Key to Strategy](#) is based on the material that we use in [our live presentations](#) so there are a lot of quotes, stories, and even jokes mixed in with its lessons. The Keys to Sun Tzu lecture from our live training is available as a DVD video and audio CD at [Strategy-Shop.com](#) and as a [video course at the Strategy-School.com](#)



Chapter 9: Armed March

SUN TZU SAI D:

I Anyone moving an army must adjust to the enemy.
When caught in the mountains, rely on their valleys.

Position yourself on the heights facing the sun.

To win your battles, never attack uphill.

This is how you position your army in the mountains.

⁶When water blocks you, keep far away from it.

Let the invader cross the river and wait for him.

Do not meet him in midstream.

Wait for him to get half his forces across and then take advantage of the situation.

¹⁰You need to be able to fight.

You can't do that if you are caught in water when you meet an invader.

Position yourself upstream, facing the sun.

Never face against the current.

Always position your army upstream when near the water.

This is the first of the three longest and most complex chapters in Sun Tzu's work. These chapters explore all the details that make every situation unique and the prescriptions for finding the right response to the situation. These chapters rely much more heavily on past definitions, text organization, and past interconnections for their meaning.

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¹⁵You may have to move across marshes.
Move through them quickly without stopping.
You may meet the enemy in the middle of a marsh.
You must keep on the water grasses.
Keep your back to a clump of trees.
This is how you position your army in a marsh.

²¹On a level plateau, take a position that you can change.
Keep the higher ground on your right and to the rear.
Keep danger in front of you and safety behind.
This is how you position yourself on a level plateau.

²⁵You can find an advantage in all four of these situations.
Learn from the great emperor who used positioning to conquer his four rivals.

2 Armies are stronger on high ground and weaker on low.
They are better camping on sunny southern hillsides than on shady northern ones.
Provide for your army's health and place men correctly.

Notice that Sun Tzu doesn't list the four ground conditions he is discussing.

Technically, these conditions represent three problems plus their absence. The first is an excess of ground, mountains. The second an excess of climate, water. The third is an excess of ground and climate combined, marshes. The fourth is the lack of excess. This is important because the number three is connected to barriers to progress, not to four skills for advancing a position.

Your army will be free from disease.

Done correctly, this means victory.

⁶You must sometimes defend on a hill or riverbank.

You must keep on the south side in the sun.

Keep the uphill slope at your right rear.

⁹This will give the advantage to your army.

It will always give you a position of strength.

3 Stop the march when the rain swells the river into rapids.

You may want to ford the river.

Wait until it subsides.

⁴All regions can have seasonal mountain streams that can cut you off.

There are seasonal lakes.

There are seasonal blockages.

There are seasonal jungles.

One of the great benefits of developing your strategic cognition is that all of Sun Tzu's lessons can be connected metaphorically to competitive situations in your life. In doing our many adaptations of Sun Tzu's work, we explain the types of conditions, for example in the business environment, that you can map to these classical competitive situations.

There are seasonal floods.
There are seasonal fissures.
Get away from all these quickly.
Do not get close to them.
Keep them at a distance.
Maneuver the enemy close to them.
Position yourself facing these dangers.
Push the enemy back into them.

¹⁶Danger can hide on your army's flank.
There are reservoirs and lakes.
There are reeds and thickets.
There are mountain woods.
Their dense vegetation provides a hiding place.
You must cautiously search through them.
They can always hide an ambush.

Here, we have the three challenges that limit progress. They are called "distance," "dangers," and "obstacles." They map to mountains, waters, and marshes. Each concept has a precise meaning but these concepts are specifically defined later in the text.

4 Sometimes, the enemy is close by but remains calm.
Expect to find him in a natural stronghold.
Other times he remains at a distance but provokes battle.
He wants you to attack him.

5 He sometimes shifts the position of his camp.
He is looking for an advantageous position.

7 The trees in the forest move.
Expect that the enemy is coming.
The tall grasses obstruct your view.
Be suspicious.

11 The birds take flight.
Expect that the enemy is hiding.
Animals startle.
Expect an ambush.

There are many specific lessons in this long section, but the general lesson is the same: we can get information only by interpreting the changes in the environment, but that information is never perfect.

4 Sales managers must continually monitor competitors.
Competitors are confident in their most secure accounts.
Prevent your salespeople from attacking these competitors.
Attacking entrenched competition discredits your salespeople.

Competitors may shift their market focus.
They are looking for new opportunities.

Notice similar changes across different sales territories.
This means that a competitive threat is building.
You may not see which competitor is behind this threat.
You must be suspicious.

Notice when buyers suddenly become shy.
Suspect that competitors are planning a surprise.
Your customers are worried.
A competitor is challenging you.

BONUS MATERIAL:
[Strategy for Sales Managers](#) is a companion book to our [The Art of War for the Sales Warrior](#) designed for those who are responsible for managing sales warriors. Like their salespeople, sales managers are on the front lines of the competitive battle, but they have to think more like generals than warriors. While salespeople can focus on one account at a time, sales managers must keep them in touch with the big strategic picture.

¹⁵Notice the dust.

It sometimes rises high in a straight line.

Vehicles are coming.

The dust appears low in a wide band.

Foot soldiers are coming.

The dust seems scattered in different areas.

The enemy is collecting firewood.

Any dust is light and settling down.

The enemy is setting up camp.

5 Your enemy speaks humbly while building up forces.
He is planning to advance.

³The enemy talks aggressively and pushes as if to advance.

He is planning to retreat.

⁵Small vehicles exit his camp first.

They move the army's flanks.

They are forming a battle line.

This section gives a clear outline for interpreting an opponent's intentions. Can you simply outline the system it describes?

Again, remembering all these details would be impossible if they weren't connected to an underlying framework for thinking. Anyone can use this system, but it takes some mental training to master it.

Probe salespeople for rumors about competitors.
Salespeople learn about competitors from top decision-makers.
This foreshadows an aggressive move.
Salespeople hear news of competitors from many low-level people.
This means competitors have many people working the market.
News of competitors is scattered in different territories.
This means competitors are cherry-picking accounts.
News of competitors becomes rarer and rarer.
This means that competitors are dormant.

5 Your competitors sound pessimistic but are hiring salespeople.
Prepare your salespeople for a new competitive campaign.

Your competitors make silly claims and talk about new markets.
Prepare your salespeople for competitors consolidating business.

Your competitors make quick changes.
They reorganize their product offering.
Prepare your salespeople for a competitive sales push.

Strategy for Sales Managers is a practical and indispensable guide to using Sun Tzu's principles to meet the daily challenges of herding cats... I mean, managing salespeople.



⁸Your enemy tries to sue for peace but without offering a treaty.
He is plotting.

¹⁰Your enemy's men run to leave and yet form ranks.
You should expect action.

¹²Half his army advances and the other half retreats.
He is luring you.

¹⁴Your enemy plans to fight but his men just stand there.
They are starving.

¹⁶Those who draw water drink it first.
They are thirsty.

¹⁸Your enemy sees an advantage but does not advance.
His men are tired.

There is a secret in the change of topic here that can help you understand your rivals. At first the topic was seeing your rivals' activities by changes in the environment. Here the topic changes to seeing your rivals' plans in how they behave. Strategic cognition requires foreseeing the future just a little bit better than others.

²⁰Birds gather.

Your enemy has abandoned his camp.

²²Your enemy's soldiers call in the night.

They are afraid.

²⁴Your enemy's army is raucous.

The men do not take their commander seriously.

²⁶Your enemy's banners and flags shift.

Order is breaking down.

²⁸Your enemy's officers are irritable.

They are exhausted.

³⁰Your enemy's men kill their horses for meat.

They are out of provisions.

Visit www.ScienceOfStrategy.com and buy any of [our books](#) [adapting the strategy](#) of Sun Tzu to see how you can put each of these methods of predicting your opponents to work in a practical way.

³²They don't put their pots away or return to their tents.
They are desperate.

³⁴Enemy troops appear sincere and agreeable.
But their men are slow to speak to each other.
They are no longer united.

³⁷Your enemy offers too many incentives to his men.
He is in trouble.

³⁹Your enemy gives out too many punishments.
His men are weary.

⁴¹Your enemy first acts violently and then is afraid of your larger force.
His best troops have not arrived.

⁴³Your enemy comes in a conciliatory manner.
He needs to rest and recuperate.

This chapter focuses on “moving,” one of the four skills in the Progress Cycle, but movement is more than simply doing what you have planned. The most interesting limits on movement are actually explained in Chapter 11, “Types of Terrain.”

⁴⁵Your enemy is angry and appears to welcome battle.

This goes on for a long time, but he doesn't attack.

He also doesn't leave the field.

You must watch him carefully.

6 If you are too weak to fight, you must find more men.
In this situation, you must not act aggressively.

You must unite your forces.

Prepare for the enemy.

Recruit men and stay where you are.

⁶You must be cautious about making plans and adjust to the enemy.

You must gather more men.

7 With new, undedicated soldiers, you can depend on them if you discipline them.
They will tend to disobey your orders.

If they do not obey your orders, they will be useless.

The strategic question is: when do you stop? This is one answer to that question, but there are at least three other conditions that can affect that decision. You have already seen one related to the environment, when "rivers swell with rain," in other words, when conditions in the environment are changing too rapidly.

⁴You can depend on seasoned, dedicated soldiers.
But you must avoid disciplining them without reason.
Otherwise, you cannot use them.

⁷You must control your soldiers with esprit de corps.
You must bring them together by winning victories.
You must get them to believe in you.

¹⁰Make it easy for people to know what to do by training your people.
Your people will then obey you.
If you do not make it easy for people to know what to do, you won't train your people.
Then they will not obey.

¹⁴Make your commands easy to follow.
You must understand the way a crowd thinks.

Strategy works only because you are working with other people, and humans are more predictable and controllable than events. If you think you work alone, you are not seeing the complete picture. Seeing the whole system instead of the parts is what we call developing your strategic cognition.



Chapter 10: Field Position

地形

SUN TZU SAID:

I Some field positions are unobstructed.

Some field positions are entangling.

Some field positions are supporting.

Some field positions are constricted.

Some field positions give you a barricade.

Some field positions are spread out.

You can attack from some positions easily.

Other forces can meet you easily as well.

We call these unobstructed positions.

These positions are open.

On them, be the first to occupy a high, sunny area.

Put yourself where you can defend your supply routes.

Then you will have an advantage.

The chapter begins with more definitions of specific conditions. In situation response, the various arrays of different types of conditions (the four types of ground in the previous chapter, these six field positions, the nine types of terrain in the next chapter) all combine to make every situation unique. However, because they consist of known components, each unique condition can be broken down into a precise recipe for success.

¹⁴You can attack from some positions easily.
Disaster arises when you try to return to them.
These are entangling positions.
These field positions are one-sided.
Wait until your enemy is unprepared.
You can then attack from these positions and win.
Avoid a well-prepared enemy.
You will try to attack and lose.
Since you can't return, you will meet disaster.
These field positions offer no advantage.

²⁴You cannot leave some positions without losing an advantage.
If the enemy leaves this ground, he also loses an advantage.
We call these supporting field positions.
These positions strengthen you.
The enemy may try to entice you away.
Still, hold your position.
You must entice the enemy to leave.

These six "field positions" (literally "ground forms") are extreme conditions in a three-dimensional array. We have already mentioned the nature of this array. Can you remember it? Three is the number describing barriers to progress. Six is now the number indicating the six extreme situations of the three dimensions of "distance," "dangers," and "obstacles."

You then strike him as he is leaving.
These field positions offer an advantage.

³³Some field positions are constricted.

Get to these positions first.
You must fill these areas and await the enemy.
Sometimes, the enemy will reach them first.
If he fills them, do not follow him.
However, if he fails to fill them, you can go after him.

³⁹Some field positions give you a barricade.

Get to these positions first.
You must occupy their southern, sunny heights in order to await the enemy.
Sometimes the enemy occupies these areas first.
If so, entice him away.
Never go after him.

⁴⁵Some field positions are too spread out.

The power of strategy is that it gives you the tools to recognize the relevant conditions in common situations and know how to react. Since all real situations are compounds of the idealized situations described here, your actions can be calibrated to meet the precise requirement of the situation, but in practice, we often identify the dominant characteristic of the situation and start from there.

Your force may seem equal to the enemy.
Still you will lose if you provoke a battle.
If you fight, you will not have any advantage.

⁴⁹These are the six types of field positions.

Each battleground has its own rules.
As a commander, you must know where to go.
You must examine each position closely.

2 Some armies can be outmaneuvered.
Some armies are too lax.
Some armies fall down.
Some armies fall apart.
Some armies are disorganized.
Some armies must retreat.

⁷Know all six of these weaknesses.
They create weak timing and disastrous positions.
They all arise from the army's commander.

Notice again that these weaknesses form a pattern of six. By now, you should realize that this isn't an accident, but can you see the deeper connections to the key pattern of six? In this case, the six weaknesses of armies either arise from or show up on the six types of field position described earlier.

We cannot have our troops everywhere. Spreading our forces weakens our position. Though we can threaten Syria and Iran from Iraq, we cannot attack both countries at once or at all until we are ready to move our troops into those new positions.

Each position is ideally a stepping-stone to a better position. Each opens up new opportunities and poses new dangers. As we move forward in the War on Terror, we must consider each step carefully and know precisely what we are trying to accomplish.

2 In fighting terror, we must make certain that our own forces have none of these weaknesses while spotting these weaknesses in terrorist organizations. Thus far, we have managed to outmaneuver the terrorists by moving into the Middle East. Their armies have either fallen apart, been disorganized, or had to retreat. However, we must be wary of our weaknesses on the media battleground.

We must be aware of our potential vulnerabilities in the media battle. Our political and military leaders must be as skilled at communication strategy as they are at military strategy.

BONUS MATERIAL: Strategy Against Terror

Strategy Against Terror is our adaptation of *The Art of War* to fourth generation war, the war on terror. As a [frequent guest on talk radio shows](#), I am constantly asked about the war and I wanted to do a complete analysis of the issues by going through Sun Tzu's entire work.



Again we go through a series of definitions. Remember, these definitions are like mathematical equations. Together they create an easy-to-visualize network of inter-connecting ideas that anyone can master. In Sun Tzu's highly condensed form, it can be intimidating, but anyone can master these ideas in time.

¹⁰One general can command a force equal to the enemy.
Still his enemy outflanks him.
This means that his army can be outmaneuvered.

¹³Another can have strong soldiers but weak officers.
This means that his army is too lax.

¹⁵Another has strong officers but weak soldiers.
This means that his army will fall down.

¹⁷Another has subcommanders that are angry and defiant.
They attack the enemy and fight their own battles.
The commander cannot know the battlefield.
This means that his army will fall apart.

²¹Another general is weak and easygoing.
He fails to make his orders clear.
His officers and men lack direction.

Though our leaders have complete access to the media, they have often been outmaneuvered by the terrorists, who know how to grab the headlines and push the emotional buttons of the press.

Often our soldiers have better stories for the media than their officers do. Our officers are too relaxed in fighting the media war.

Terrorist leaders, in contrast, make strong threats, but they can seldom back them up, so their credibility suffers.

A flaw in the network of terror is that terrorist groups are fragmented. They vent their frustration at military setbacks at the hands of America by attacking fellow Muslims in countries such as Saudi Arabia. This reaction undermines support for their cause.

Before 9/11, America's leadership was weak and too accepting of attacks on our people. Our military response to repeated terrorist attacks was indifferent. Because we weren't trying to establish clear positions, we couldn't make any progress against the terrorists. Our efforts were half-hearted and disorganized.

Strategy Against Terror

was recognized as one of the best philosophy books by the Book of the Year award committee at *Foreword Magazine*, one of the leading magazines in book publishing.

This shows in his military formations.
This means that his army is disorganized.

²⁶Another general fails to predict the enemy.
He pits his small forces against larger ones.
His weak forces attack stronger ones.
He fails to pick his fights correctly.
This means that his army must retreat.

³¹You must know all about these six weaknesses.
You must understand the philosophies that lead to defeat.
When a general arrives, you can know what he will do.
You must study each general carefully.

3 You must control your field position.
It will always strengthen your army.

³You must predict the enemy to overpower him and win.
You must analyze the obstacles, dangers, and distances.

The good news is that developing strategic cognition does not require memorizing situations by rote. Mastering the key elements of strategy more like playing a game where you as you master one level of skill, you can move onto the next. This is how we developed the training methodology of our [Warrior Class on-line training](#).

This is the best way to command.

⁶Understand your field position before you meet opponents.

Then you will succeed.

You can fail to understand your field position and meet opponents.

Then you will fail.

¹⁰You must provoke battle when you will certainly win.

It doesn't matter what you are ordered.

The government may order you not to fight.

Despite that, you must always fight when you will win.

¹⁴Sometimes provoking a battle will lead to a loss.

The government may order you to fight.

Despite that, you must avoid battle when you will lose.

¹⁷You must advance without desiring praise.

You must retreat without fearing shame.

Remember, "provoking a battle" doesn't mean picking a fight. "Battle" specifically means "meeting a challenge or an enemy" not conflict. Ideally, you want to meet opponents when your advantage is so crystal clear that they know that you will win so that they give you what you want rather than fighting.

The only correct move is to preserve your troops.

This is how you serve your country.

This is how you reward your nation.

4 Think of your soldiers as little children.

You can make them follow you into a deep river.

Treat them as your beloved children.

You can lead them all to their deaths.

⁵ Some leaders are generous but cannot use their men.

They love their men but cannot command them.

Their men are unruly and disorganized.

These leaders create spoiled children.

Their soldiers are useless.

5 You may know what your soldiers will do in an attack.

You may not know if the enemy is vulnerable to attack.

You will then win only half the time.

Notice another pattern here. Both of the last two chapters in this second section of the book end with a discussion of managing people. The most advanced principles in classical strategy explain human psychology under competitive pressure. The science of strategy might be said to combine simple mathematics and basic physics with psychology.

You may know that the enemy is vulnerable to attack.

You may not know if your men have the capability of attacking him.

You will still win only half the time.

You may know that the enemy is vulnerable to attack.

You may know that your men are ready to attack.

You may not, however, know how to position yourself in the field for battle.

You will still win only half the time.

¹¹You must know how to make war.

You can then act without confusion.

You can attempt anything.

¹⁴We say:

Know the enemy and know yourself.

Your victory will be painless.

Know the weather and the field.

Your victory will be complete.

In the end, your success depends on only one issue: do you understand enough to make a good decision in your current situation? Everyone tries to use strategy, but only those skilled in its methods are successful. A single missing piece prevents you from completing a puzzle, but Sun Tzu gives you all the pieces. You just have to put them together.

Chapter 11: Types of Terrain

九地

SUN TZU SAID:

I Use the art of war.

Know when the terrain will scatter you.

Know when the terrain will be easy.

Know when the terrain will be disputed.

Know when the terrain is open.

Know when the terrain is intersecting.

Know when the terrain is dangerous.

Know when the terrain is bad.

Know when the terrain is confined.

Know when the terrain is deadly.

We begin again with more definitions of more situations. This time the magic number is nine. The numbers five, four, three, six, and nine all have special meaning in Sun Tzu's system. They are all part of the larger pattern.

This pattern does get more complicated in these final chapters, which offer more detailed instructions on how to recognize and respond to specific situations.

¹¹Warring parties must sometimes fight inside their own territory.

This is scattering terrain.

¹³When you enter hostile territory, your penetration is shallow.

This is easy terrain.

¹⁵Some terrain gives you an advantageous position.

But it gives others an advantageous position as well.

This will be disputed terrain.

¹⁸You can use some terrain to advance easily.

Others can advance along with you.

This is open terrain.

²¹Everyone shares access to a given area.

The first one to arrive there can gather a larger group than anyone else.

This is intersecting terrain.

²⁴You can penetrate deeply into hostile territory.

Then many hostile cities are behind you.

This is dangerous terrain.

Though these nine conditions are described as “terrain,” the Chinese character means “earth” or “ground”—the same “ground” that is one of the five key factors in Chapter 1. However, that character also means “condition” and “situation.” Here, the conditions described are situations that arise over time as you advance your position.

²⁷There are mountain forests.
There are dangerous obstructions.
There are reservoirs.
Everyone confronts these obstacles on a campaign.
They make bad terrain.

³²In some areas, the entry passage is narrow.
You are closed in as you try to get out of them.
In this type of area, a few people can effectively attack your much larger force.
This is confined terrain.

³⁶You can sometimes survive only if you fight quickly.
You will die if you delay.
This is deadly terrain.

³⁹To be successful, you must control scattering terrain by avoiding battle.
Control easy terrain by not stopping.
Control disputed terrain by not attacking.

In many of our books explaining Sun Tzu, we describe these nine “terrains” as “stages of a campaign.” Understanding them as stages is very useful in using the techniques presented in this chapter.

Control open terrain by staying with the enemy's forces.
Control intersecting terrain by uniting with your allies.
Control dangerous terrain by plundering.
Control bad terrain by keeping on the move.
Control confined terrain by using surprise.
Control deadly terrain by fighting.

2 Go to an area that is known to be good for waging war.
Use it to cut off the enemy's contact between his front and back lines.
Prevent his small parties from relying on his larger force.
Stop his strong divisions from rescuing his weak ones.
Prevent his officers from getting their men together.
Chase his soldiers apart to stop them from amassing.
Harass them to prevent their ranks from forming.

While not every stage occurs in every campaign, the earlier stages tend to occur at the beginning of campaigns, while the later stages tend to occur at the very end of campaigns when victory is in sight.

⁸When joining battle gives you an advantage, you must do it.
When it isn't to your benefit, you must avoid it.

¹⁰A daring soldier may ask:

“A large, organized enemy army and its general are coming.
What do I do to prepare for them?”

¹³Tell him:

“First seize an area that the enemy must have.
Then he will pay attention to you.
Mastering speed is the essence of war.
Take advantage of a large enemy’s inability to keep up.
Use a philosophy of avoiding difficult situations.
Attack the area where he doesn’t expect you.”

3 You must use the philosophy of an invader.
Invade deeply and then concentrate your forces.
This controls your men without oppressing them.

⁴Get your supplies from the riches of the territory.
It is sufficient to supply your whole army.

“Invasion” has a very specific meaning in classical strategy. We mentioned it in the first chapter. Do you remember it? It means moving into a new territory. At this point, almost every word has been defined earlier in the text in a very clear manner.

⁶Take care of your men and do not overtax them.
Your esprit de corps increases your momentum.
Keep your army moving and plan for surprises.
Make it difficult for the enemy to count your forces.
Position your men where there is no place to run.
They will then face death without fleeing.
They will find a way to survive.
Your officers and men will fight to their utmost.

¹⁴Military officers who are committed lose their fear.
When they have nowhere to run, they must stand firm.
Deep in enemy territory, they are captives.
Since they cannot escape, they will fight.

¹⁸Commit your men completely.
Without being posted, they will be on guard.
Without being asked, they will get what is needed.
Without being forced, they will be dedicated.
Without being given orders, they can be trusted.

Improving your strategic cognition can make you more successful in every aspect of your life. Here, the issue is commitment. People with a weak commitment have to be managed and monitored. People who are truly committed are self-starting and self-managing. You have to take action to really commit yourself to mastering a skill. Most people are dilettantes who learn *about* skills but never make the investment necessary to “bury their wheels in the sand” to the master *master* skills. .

²³Stop them from guessing by removing all their doubts.
Stop them from dying by giving them no place to run.

²⁵Your officers may not be rich.
Nevertheless, they still desire plunder.
They may die young.
Nevertheless, they still want to live forever.

²⁹You must order the time of attack.
Officers and men may sit and weep until their lapels are wet.
When they stand up, tears may stream down their cheeks.
Put them in a position where they cannot run.
They will show the greatest courage under fire.

4 Make good use of war.
This demands instant reflexes.
You must develop these instant reflexes.
Act like an ordinary mountain snake.

Everyone wants success. Everyone has the desire. The difference between successful people and everyone else is that the successful people are engaged. They understand that they have no choice but to respond to their situation instead of taking the path of least resistance.

If people strike your head then stop them with your tail.

If they strike your tail then stop them with your head.

If they strike your middle then use both your head and tail.

⁸A daring soldier asks:

“Can any army imitate these instant reflexes?”

We answer:

“It can.”

Remember the point of these three long chapters is to get into the specifics of situations. Once you understand how to quickly diagnose your situation, you know instantly how to react appropriately.

¹²To command and get the most out of proud people, you must study adversity.

People work together when they are in the same boat during a storm.

In this situation, one rescues the other just as the right hand helps the left.

¹⁵Use adversity correctly.

Tether your horses and bury your wagons' wheels.

Still, you can't depend on this alone.

An organized force is braver than lone individuals.

This is the art of organization.

Put the tough and weak together.

You must also use the terrain.

²²Make good use of war.

Unite your men as one.

Never let them give up.

5 The commander must be a military professional.

This requires confidence and detachment.

You must maintain dignity and order.

You must control what your men see and hear.

They must follow you without knowing your plans.

⁶You can reinvent your men's roles.

You can change your plans.

You can use your men without their understanding.

⁹You must shift your campgrounds.

Notice again how the topics in these more advanced lessons lead naturally to a discussion of managing people. These later chapters focus much more heavily on the complex details of human psychology. Here, the focus is on getting the best result when you are working with others.

You must take detours from the ordinary routes.

You must use your men without giving them your strategy.

¹²A commander provides what is needed now.

This is like climbing high and being willing to kick away your ladder.

You must be able to lead your men deep into different surrounding territory.

And yet, you can discover the opportunity to win.

¹⁶You must drive men like a flock of sheep.

You must drive them to march.

You must drive them to attack.

You must never let them know where you are headed.

You must unite them into a great army.

You must then drive them against all opposition.

This is the job of a true commander.

²³You must adapt to the different terrain.

You must adapt to find an advantage.

This verse sounds repetitive and poetic, but notice that pattern of six. This relates to the unobstructed, entangling, supporting, constricted, barricaded, and spread-out field positions we discussed earlier. Could it be that each line says something important about managing people on these terrains? There is also a connection of the six field positions to the nine terrains here, but it would require more explanation than I can put in these side notes.

You must manage your people's affections.

You must study all these skills.

6 Always use the philosophy of invasion.

Deep invasions concentrate your forces.

Shallow invasions scatter your forces.

When you leave your country and cross the border, you must take control.

This is always critical ground.

You can sometimes move in any direction.

This is always intersecting ground.

You can penetrate deeply into a territory.

This is always dangerous ground.

You penetrate only a little way.

This is always easy ground.

Your retreat is closed and the path ahead tight.

This is always confined ground.

There is sometimes no place to run.

This is always deadly ground.

Here, Sun Tzu again lists the nine terrains but in a slightly different form. Why? In the original, he listed them in the order of progress. Here he lists them in the order of where you find the best opportunities. Do you see why we describe these nine terrains as the stages of a campaign? Strategy teaches that competitive situations tend to unfold in a certain way.

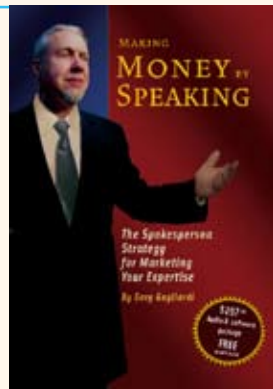
In every city, hundreds of groups need speakers. Every day, across the nation there are meetings, conferences, and events that require speakers. Annually, there are millions of speaking opportunities. Clubs are looking for speakers to address their members. Companies are looking for speakers to talk to their employees. Meeting planners are looking for speakers to talk at their events. People are looking for speakers every day.

After identifying your sales assets, you need to understand your path into the world of speaking. The small, local events where you start offer many openings. You use them to get comfortable, develop references, and your skills. You then move up through the speaking hierarchy. You can think of the speaking marketplace as rungs on a ladder. Each step leads to another. The good news is that you can start harvesting the fruit of your efforts from your first steps on that ladder.

The Eight Key Steps

Whenever and wherever you speak, you want to get invited

BONUS MATERIAL:
[Making Money by Speaking: The Spokesperson Strategy](#) applies Sun Tzu's strategy to a very specific method for promoting your expertise. It is both a map of the "terrain" of public speaking and guidebook to how to be competitive in the training business. It is our first double book award winner, recognized by both the **Book of the Year** and **Independent Publisher Book Awards**.



¹⁶To use scattering terrain correctly, you must inspire your men's devotion.

On easy terrain, you must keep in close communication.

On disputed terrain, you try to hamper the enemy's progress.

On open terrain, you must carefully defend your chosen position.

On intersecting terrain, you must solidify your alliances.

On dangerous terrain, you must ensure your food supplies.

On bad terrain, you must keep advancing along the road.

On confined terrain, you must stop information leaks from your headquarters.

On deadly terrain, you must show what you can do by killing the enemy.

²⁵Make your men feel like an army.

Surround them and they will defend themselves.

If they cannot avoid it, they will fight.

If they are under pressure, they will obey.

7 Do the right thing when you don't know your different enemies' plans.

Don't attempt to meet them.

Here is another list of the nine terrains and how to use them. What is different here? How does this difference relate to the people with whom you are working? These situations are based on how interactions with people change over time.

back again and again, year after year. As you move up through the levels of this speaking hierarchy, you may not be able to have the time to work lower levels, but you may still want to visit them to safely test new ideas. Jay Leno has one of the positions in the world on the Tonight show, but he still works small clubs to try new material and refine his skills in working with an audience. In this chapter, we examine ten key steps in moving up the speaking ladder. These steps are:

1. Unaffiliated Organizations
2. Affiliated Organizations
3. Local Businesses and Other Organization
4. Colleges and Other Educators
5. Local Conventions and Visitors Bureaus
6. Seminar and Event Promoters
7. Your Own Public Seminars
8. The Corporate Marketplace

Though not one of the key steps in building a speaking career, you also need to know about two other very visible entities in the speakers universe, speakers showcases, and speakers bureaus and agents.

[Making Money by Speaking](#) came researching the world's most successful trainers as part of our building our [Science of Strategy Institute live training network](#). You can find out more about [joining our network as a trainer here](#).

³You don't know the position of mountain forests, dangerous obstructions, and reservoirs?

Then you cannot march the army.

You don't have local guides?

You won't get any of the benefits of the terrain.

⁷There are many factors in war.

You may lack knowledge of any one of them.

If so, it is wrong to take a nation into war.

¹⁰You must be able to control your government's war.

If you divide a big nation, it will be unable to put together a large force.

Increase your enemy's fear of your ability.

Prevent his forces from getting together and organizing.

¹⁴Do the right thing and do not arrange outside alliances before their time.

You will not have to assert your authority prematurely.

Trust only yourself and your self-interest.

For Sun Tzu, alliances were a double edged sword. There are times when they are needed but they also create a potential opening for opponents. The basic approach is to only create alliances when they are needed for a specific situation and not to get entangled in them.

This increases the enemy's fear of you.
You can make one of his allies withdraw.
His whole nation can fall.

²⁰Distribute rewards without worrying about having a system.

Halt without the government's command.
Attack with the whole strength of your army.
Use your army as if it were a single man.

²⁴Attack with skill.

Do not discuss it.
Attack when you have an advantage.

Do not talk about the dangers.

When you launch your army into deadly ground, even if it stumbles it can still survive.
You can be weakened in a deadly battle and yet be stronger afterward.

³⁰Even a large force can fall into misfortune.

If you fall behind, however, you can still turn defeat into victory.

Many statements seem innocuous to the casual reader, but I hope these notes have made you aware that phrases such as "attack with skill" are very condensed. Another way to say this would be, "You must use all four skills in a cycle to move into new areas successfully." Remember, each ground has its own rules.

You must use the skills of war.

To survive, you must adapt yourself to your enemy's purpose.

You must stay with him no matter where he goes.

It may take a thousand miles to kill the general.

If you correctly understand him, you can find the skill to do it.

8 Manage your government correctly at the start of a war.

Close your borders and tear up passports.

Block the passage of envoys.

Encourage the halls of power to rise to the occasion.

You must use any means to put an end to politics.

Your enemy's people will leave you an opening.

You must instantly invade through it.

⁸Immediately seize a place that they love.

Do it quickly.

Trample any border to pursue the enemy.

Use your judgment about when to fight.

How do you apply the idea of “government” to your own use of strategy? In Sun Tzu's view, every competitor—including you—has a “government” component and an “army” component, a productive capacity and a competitive capacity. Knowing when and where to govern, that is, plan, and when and where to use strategy is a critical idea.

¹²Doing the right thing at the start of war is like approaching a woman.

Your enemy's men must open the door.

After that, you should act like a streaking rabbit.

The enemy will be unable to catch you.

Strategy as seduction? What situation better describes competition? As in real competition, you don't even have to have a specific rival, but you are always competing in a relationship. Strategy is the key to seduction and seduction a key to strategy.

We sold out of our adaptation of Sun Tzu to relationships, called *The Art of War Plus the Art of Love*, but it is and all our out-of-print books are always available in electronic format to members of our [Strategy School](#).



Chapter 12: Attacking With Fire

火攻

SUN TZU SAID:

I There are five ways of attacking with fire.

The first is burning troops.

The second is burning supplies.

The third is burning supply transport.

The fourth is burning storehouses.

The fifth is burning camps.

⁷To make fire, you must have the resources.

To build a fire, you must prepare the raw materials.

⁹To attack with fire, you must be in the right season.

To start a fire, you must have the time.

¹¹Choose the right season.

The weather must be dry.

When you use better strategic thinking, it begins changing your life. If you think literally, you might skip this chapter about "fire attacks" because you are never going to attack anyone with fire or have to defend against fire. But strategic cognition is a way of seeing the world. Here, the methods are about how you use weapons, specifically, those created by conditions in the environment.

Most of those to whom we offer this book will not even make it this far reading it. Fewer will spend any time thinking about its ideas. Only a very few have the desire and fire needed to master its power. Those are the ones for whom we exist.

¹³Choose the right time.

Pick a season when the grass is as high as the side of a cart.

¹⁵You can tell the proper days by the stars in the night sky.

You want days when the wind rises in the morning.

2 Everyone attacks with fire.

You must create five different situations with fire and be able to adjust to them.

³You start a fire inside the enemy's camp.

Then attack the enemy's periphery.

⁵You launch a fire attack, but the enemy remains calm.

Wait and do not attack.

⁷The fire reaches its height.

Follow its path if you can.

If you can't follow it, stay where you are.

The pattern of five is repeated again here, twice: first with targets and then situations. By now, after reading these notes, you should know how to connect the dots, that is, connect these elements to the five key elements described in Chapter 1.

The rules in this chapter apply to all weapons, but they are tailored for “environmental” weapons. Nothing is more powerful in strategy than leveraging the environment.

¹⁰Spreading fires on the outside of camp can kill.
You can't always get fire inside the enemy's camp.
Take your time in spreading it.

¹³Set the fire when the wind is at your back.
Don't attack into the wind.
Daytime winds last a long time.
Night winds fade quickly.

¹⁷Every army must know how to adjust to the five possible attacks by fire.
Use many men to guard against them.

When you use fire to assist your attacks, you are clever. **3**
Water can add force to an attack.
You can also use water to disrupt an enemy.
It does not, however, take his resources.

You win in battle by getting the opportunity to attack. **4**

Articulating hidden desires can win markets.
Do this when you cannot address a core desire.
Take your time generating the feeling of need.

Let the competitive situation fan market desires.
Do not fight against prevailing attitudes.
Well-known needs are the most lasting.
Less visible needs can fade quickly.

You must master the previous five approaches to using market desires.
You defend your customers by guarding them.

3 Leveraging market desires to generate sales is smart marketing.
Using any change can add force to your campaign.
You can use market change to put competitors at a disadvantage.
Change alone, however, does not take away competitors' sales.

4 You win in market competition by targeting unfulfilled needs.

BONUS MATERIAL:
Warrior Marketing: Strategy for Conquering Markets is our adaptation for marketing products, companies, and creating brands. Like all of our business adaptations, it has the complete Art of War on its left-hand pages and our line-by-line adaptation for marketing on the facing right-hand pages.



It is dangerous if you fail to study how to accomplish this achievement.

As commander, you cannot waste your opportunities.

We have mentioned three times in these notes that the term “fight” doesn’t mean “conflict.” What does it mean? It means “use all your resources and hold nothing back.” In strategy, it is an action of last resort. By now, perhaps you can see how clarifying these ideas gives impact to what Sun Tzu is saying. See how knowing the real meaning of the work’s terms changes the meaning of every line?

⁴We say:

A wise leader plans success.

A good general studies it.

If there is little to be gained, don’t act.

If there is little to win, do not use your men.

If there is no danger, don’t fight.

¹⁰As leader, you cannot let your anger interfere with the success of your forces.

As commander, you cannot let yourself become enraged before you go to battle.

Join the battle only when it is in your advantage to act.

If there is no advantage in joining a battle, stay put.

You create competitors if you do not pay attention to satisfying those needs.

Your decisions can create a competitor's opportunities.

Strategy teaches:

You use your knowledge to choose your course.

You must not forget what success really means.

If a market cannot make you money, do not target it.

If it cannot be profitable, do not waste your resources.

If the target customers lack real desire, do not sell to them.

You must never let your emotions affect the success of a marketing campaign.

You must never go after a market simply because you want to humble the competition.

Go up against the competition only when it is profitable to do so.

If you cannot make money in competition, stay out of it.

Warrior Marketing offers the original source material for the whole idea of market positioning. Like all of our business adaptations, its application of Sun Tzu's concepts are not taken from our English translation but directly from the deeper concepts in the original Chinese formulas.

¹⁴Anger can change back into happiness.

Rage can change back into joy.

A nation once destroyed cannot be brought back to life.

Dead men do not return to the living.

¹⁸This fact must make a wise leader cautious.

A good general is on guard.

²⁰Your philosophy must be to keep the nation peaceful and the army intact.

You may one day develop the powers of strategic cognition. When you do, you will make better decisions because you will have to rely less on your emotions. Sun Tzu teaches that emotions are a poor basis for decision-making. People make decisions based upon emotion only because they have no systematic basis, such as the principles of strategy, for making better decisions.



Chapter 13: Using Spies

用
間

SUN TZU SAID:

I All successful armies require thousands of men.
They invade and march thousands of miles.

Whole families are destroyed.

Other families must be heavily taxed.

Every day, a large amount of money must be spent.

⁶Internal and external events force people to move.

They are unable to work while on the road.

They are unable to find and hold a useful job.

This affects 70 percent of thousands of families.

¹⁰You can watch and guard for years.

Then a single battle can determine victory in a day.

Despite this, bureaucrats worship the value of their salary money too dearly.

They remain ignorant of the enemy's condition.

Better strategic thinking can make you rich both in money and in experience. Sun Tzu saves his most important chapter for last. It is generally about setting up information network. Its lessons apply directly to why we set up the Science of Strategy Institute as a membership organization to bring people together.

Strategy closely connects the issues of economics and information. Information is the topic of this chapter, but the value of information starts with some important economics. Making decisions without a broad perspective is much more expensive.

The result is cruel.

¹⁵They are not leaders of men.

They are not servants of the state.

They are not masters of victory.

¹⁸People need an intelligent leader and a worthy commander.

You must move your troops to the right places to beat others.

You must accomplish your attack and escape unharmed.

This requires foreknowledge.

You can obtain foreknowledge.

You can't get it from demons or spirits.

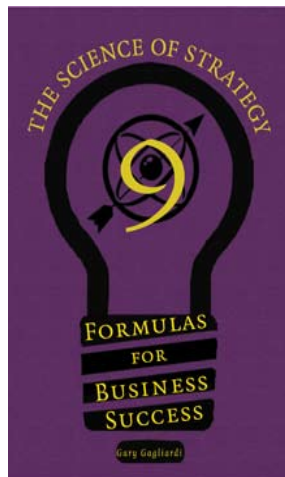
You can't see it from professional experience.

You can't check it with analysis.

You can only get it from other people.

You must always know the enemy's situation.

We are coming to the end of the text here and are just now getting to some of its most important lessons. People who fail to master these lessons pay the price. Taking the time and the effort to train your mind is much less costly even in the short run. Who know what opportunities you are missing?



Your business is always at risk. Failure is always a possibility. You can always make mistakes that threaten your business, but your business is in danger even if you operate it perfectly. Changes in the marketplace or business climate can put you out of business. A new competitor can open next door tomorrow. New technology can revolutionize an industry overnight.

Your existing competitive position is constantly eroding. You have to constantly work to improve your competitive position, and improving, expanding, and building up your business is costly. Most of your new ideas will fail to pay for themselves. Only a precious few will be successful.

You can run a business for years. Then a single opportunity can come along and change everything. You must choose whether to embrace that opportunity or to reject it. If the opportunity proves to be false, embracing it will cost you everything that you have built up over the years. If the opportunity proves to be your big chance at success, rejecting it may lead inevitably to failure.

You have to make the right decisions every day. Despite this, many businesspeople invest their time, money, and effort in advertising, inventory, and systems, but they don't invest in building their channels of

BONUS MATERIAL:
[Nine Formulas for Business Success: the Science of Strategy](#) is our newest book. Like the [The Golden Key to Strategy](#) it does not reference Sun Tzu's text directly. Instead, it reorganizes the material to make it easier for today's business people to use. It is the book we use at the outline for the Institute's training program. For example, Sun Tzu's last chapter on how to gather information is so critical that its material becomes one of the first chapters in the Nine Formulas system for using Sun Tzu's ideas.

2 You must use five types of spies.

You need local spies.

You need inside spies.

You need double agents.

You need doomed spies.

You need surviving spies.

⁷You need all five types of spies.

No one must discover your methods.

You will then be able to put together a true picture.

This is the commander's most valuable resource.

¹¹You need local spies.

Get them by hiring people from the countryside.

¹³You need inside spies.

Win them by subverting government officials.

You shouldn't be surprised at this point by the pattern of five. As you grasp the dimensions of the five key elements, you see that they are the key to understanding Sun Tzu.

You might be a little surprised to learn that the term translated as "spies" is really closer in meaning to "go-between." What Sun Tzu is really talking about here is what a computer person might call "interfaces," points at which people connect to people through other people.

information. The result can be devastating.

Without the right information, you cannot compete. You cannot develop a competitive position that attracts customers. You cannot run a business profitably. It doesn't matter how hard you work; without the right information, you will always be doing the wrong things at the wrong times.

The Find Friends Formula

INGREDIENTS:

1) *A focus on the future*, 2) *a range of contacts*, 3) *old pros*, 4) *young eyes*,
5) *customer connections*, 6) *competitor contacts*, 7) *missionaries*, 8) *a sense of value*, 9)
(optional) *a specific opportunity*

INSTRUCTIONS:

1) Develop a preference for getting information directly from people. 2) Look for a range of contacts. 3) Get to know some old business pros. 4) Get in regular contact with young people. 5) Make a connection with your customers. 6) Contact your competitors' contacts. 7) Develop your missionaries. 8) Invest time in maintaining relationships. 9) When targeting a specific opportunity, extend your information network to gather specific information.

Nine Formulas for Business Success: reduces all of Sun Tzu's ideas into a series of nine recipes for success in business. Here, for example, the Find Friends formula combines the range of contacts discussed in this chapter with Sun Tzu's advice for managing people and identifying opportunities,

¹⁵You need double agents.

Discover enemy agents and convert them.

¹⁷You need doomed spies.

Deceive professionals into being captured.

Let them know your orders.

They then take those orders to your enemy.

²¹You need surviving spies.

Someone must return with a report.

3Your job is to build a complete army.
No relations are as intimate as the ones with spies.

No rewards are too generous for spies.

No work is as secret as that of spies.

⁵If you aren't clever and wise, you can't use spies.

If you aren't fair and just, you can't use spies.

Strategic cognition is based on the science of information management for decision-making, but not the computer type of information management. It is understanding the information you get from real, live people.

If you can't see the small subtleties, you won't get the truth from spies.

⁸Pay attention to small, trifling details!

Spies are helpful in every area.

¹⁰Spies are the first to hear information, so they must not spread information.

Spies who give your location or talk to others must be killed along with those to whom they have talked.

4 You may want to attack an army's position.

You may want to attack a certain fortification.

You may want to kill people in a certain place.

You must first know the guarding general.

You must know his left and right flanks.

You must know his hierarchy.

You must know the way in.

You must know where different people are stationed.

You must demand this information from your spies.

This chapter brings us full circle in strategic theory. The book begins with analysis, but analysis begins with information. Good strategy develops a feedback loop in which good analysis followed by good strategic moves leads to better information and better decisions and better moves.

¹⁰You want to know the enemy spies in order to convert them into your men.

You find sources of information and bribe them.

You must bring them in with you.

You must obtain them as double agents and use them as your emissaries.

¹⁴Do this correctly and carefully.

You can contact both local and inside spies and obtain their support.

Do this correctly and carefully.

You create doomed spies by deceiving professionals.

You can use them to give false information.

Do this correctly and carefully.

You must have surviving spies capable of bringing you information at the right time.

²¹These are the five different types of intelligence work.

You must be certain to master them all.

You must be certain to create double agents.

You cannot afford to be too cost conscious in creating these double agents.

Knowledge is power.
Strategy is the
knowledge of power.
We provide this free
version of Sun Tzu's
work because we
want to give you an
idea of what you can
learn and do with
history's most power-
ful knowledge.

5 This technique created the success of ancient Shang.
This is how the Shang held its dynasty.

3 You must always be careful of your success.
Learn from Lu Ya of Shang.

5 Be a smart commander and a good general.
You do this by using your best and brightest people for spying.
This is how you achieve the greatest success.
This is how you meet the necessities of war.
The whole army's position and ability to move depends on these spies.



Sun Tzu wrote for the people of his time, who understood these cultural references. The Institute was created for people today.

As this book ends, you have a simple choice. You can let your study of Sun Tzu end here with your habits of thinking unchanged. Or you can enjoy the benefits of working with others who share your interests in strategy and sign up as a [Institute member today](#).

Thus ends Sun Tzu's *The Art of War*.

At this point, you have to make a decision. Sun Tzu's system is the science of making better decisions. At this point, are you satisfied just being able to say you read *The Art of War*? Or do you want to develop a better sense of strategic awareness? Are you willing to commit yourself to taking [the first steps](#)?

The Science of Strategy Institute is a membership organization, creating a home for people who want to study the principles of strategic decision-making. We offer three levels of membership:

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