

# The Art of War

孫子兵法

Sun Tzu

6<sup>th</sup> Century BC



# *Six Principles*

- **Winning Whole**
- **Leading to Advantage**
- **Deception**
- **Energy**
- **Strengths and Weaknesses**
- **Initiative**

# **1. Winning Whole**

- 1. Remove your enemy's hope for victory**
- 2. Use all your advantages**
- 3. Exploit your enemy's weaknesses**
- 4. Attack along an unexpected line**

***“Win with your resources  
and your objective intact.”***

# *A good general....*

1. Defeats the enemy's plans....
2. Keeps the enemy's forces divided....
3. Attacks the enemy's armies in the field....
4. ....and the worst policy is to besiege walled cities





***"Resolve conflicts  
productively without  
destroying yourself or the  
objective."***



**"Moral law causes  
people to be in  
complete accord  
with their ruler and  
follow him  
regardless of any  
danger to their  
lives."**



**Winston  
Churchill:  
"We shall fight  
on the  
beaches...we  
shall fight in the  
streets...We shall  
never, never  
surrender!"**

# **Importance of Morale**

## **Four Conditions of Morale:**

- 1. Soldier fights because he has hope.**
- 2. Soldier quits because he can quit instead of fighting and still live.**
- 3. Soldier fights because he has no choice but to fight or die.**
- 4. Soldier quits because he loses his will to fight.**

***"When you surround an enemy  
leave an outlet free. Do not  
press a desperate foe too hard."***





And then there is  
**Subris...**




## **2. *Leading to Advantage***

### **Three Advantages:**

- 1. Inherent**
- 2. Fortuitous**
- 3. Created**

#### **Battle of Cowpens**

Tarleton (large, prof. army)  Morgan (hid militia behind

Continentalists to reload = re-entered battle 

Tarleton (charged well-entrenched army & lost)

# **How to Lead to Advantage**

- 1. Assess inherent advantages in accord with the situation.**
- 2. Act in accord with the total opportunity.**
- 3. Enhance associated variables for either or both of the above.**

**"To fight and win in all  
your battles is not the  
foremost excellence; to  
break the enemy's  
resistance without  
fighting is the foremost  
excellence."**

***"What enables the wise sovereign and good general to strike and conquer and achieve things beyond the reach of ordinary men is foreknowledge."***



# ***Preparedness***

## **Preparation Requirements**

- 1. Have the ability to act.**
- 2. Have the authority to act.**
- 3. Understand the consequences of acting.**
- 4. Understand the consequences of not acting.**

**No country has ever  
benefited from a prolonged  
war.....**

***'....so in war, then, let a victory  
be your main objective, not the  
conduct of lengthy and costly  
campaigns.'***

# 3. Deception

***"All warfare is based on deception..."***

How to deceive:

1. Show your enemy what he wants to see.
2. Show your enemy what he expects to see.
3. Have your enemy see nothing.

Hancock's hiding of his cannons to elicit a Confederate charge at Gettysburg.



*“When able to attack, seem as if unable to attack; when using forces actively, seem inactive; when nearby make the enemy think you are far away; when far away, make the enemy think you are nearby.”*

**1990 Iraqi invasion of Kuwait during a training exercise on the Kuwaiti border....**



***“There are five dangerous faults that  
may affect a general...”***

- 1. Recklessness**, which leads to destruction,
- 2. Cowardice**, which leads to capture,
- 3. A Hasty Temper**, which can be provoked  
by insults,
- 4. A Delicacy of Honor**, which is sensitive to  
shame,
- 5. Too much Compassion for his men**, which  
exposes him to worry and trouble.

***“Let them be the subject of meditation...”***



*Hold out baits to entice the enemy to act;  
Feign disorder and strike him when he moves  
to take advantage.*

*If your enemy is secure at all points, prepare  
for his attack;  
If he has superior strength, evade him.*

*If your enemy bares a short temper, seek to  
irritate him,  
Pretend to be weak so he become arrogant.*

*If your enemy takes his ease, give him no rest;  
If his forces unite, separate them.*

*Attack your enemy where he is unprepared;  
Appear where he does not expect you.*

*These military deceptions that bring victory  
must not be revealed as deceptions before  
they bring victory.*

# 3. Energy

*Force = (Mass X  
Velocity)/time*

# Blitzkrieg

## *"Lightening War"*

**“Therefore the good fighter will be overwhelming in his assault and deliberate in his timing.”**



Battle of the Bulge

# General George S. Patton

**“Our basic plan of operation is to advance and to keep advancing regardless of whether we have to go over, under, or through the enemy. We are going to go through him like crap through a goose....”**





# 4. Strengths & Weaknesses

1. Use your enemy's inherent or situational weaknesses against him.
2. Turn your enemy's apparent strengths against him.
3. Turn your apparent weaknesses into strengths.
4. Use stratagem to mask weaknesses and exploit strengths.



Napoleon's Retreat  
from Russia

***"No country has ever benefited  
from a prolonged war..."***



**Washington's retreat to save American army from British..**

# ***Roads not followed....***

***“There are roads that must not be followed, armies that must not be attacked, cities that must not be besieged, positions that must not be contested, orders from the sovereign that must not be obeyed.”***

*“It is well that  
war is so terrible,  
lest we grow too  
fond of it.”*

Robert E. Lee following the  
Confederate victory at  
Fredericksburg, 1862

## 6. Initiative

***"The battle is won  
before it is begun."***



# How to own the Initiative

- 1. Threaten to keep your enemy from obtaining his objective**
- 2. Threaten to obtain your objective at your enemy's expense**
- 3. Threaten your enemy's existence (often a permanent way to achieve the former two)**
- 4. Threaten something your enemy values more than his existence**
- 5. Employ a deception that lead an enemy to act on a suitable false reality (bluff)**

# Sun Tzu:

**“Start by seizing something your opponent hold dear; then he will be amenable to your will...”**

# *Direct and Indirect Attack*

Only two ways to attack but lead to  
endless variations

**“Stonewall” Jackson at  
Chancellorsville swept  
around Gen. Joseph  
Hooker while he was  
preoccupied with  
attacking Lee head-on**



# Importance of Speed and Insight

**“Speed is the essence of war...”**

***“If you know your enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, then you will suffer a defeat for every victory gained. If you know neither the enemy nor yourself, then you will be defeated in every battle.”***

# Difficult Positions

*What to do when you do not want to fight but must?...throw something odd and unaccountable toward the enemy...*

## D-Day

1. Did not use Patton
2. Dummy landing crafts
3. Manipulated coded information



***"Try not. Do.***

***Or do not.***

***There is no***

***try."***