

Six Mrineiples

- 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



"Zesolve conflicts productively without destroying yourself or the objective."





Myoral 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!"

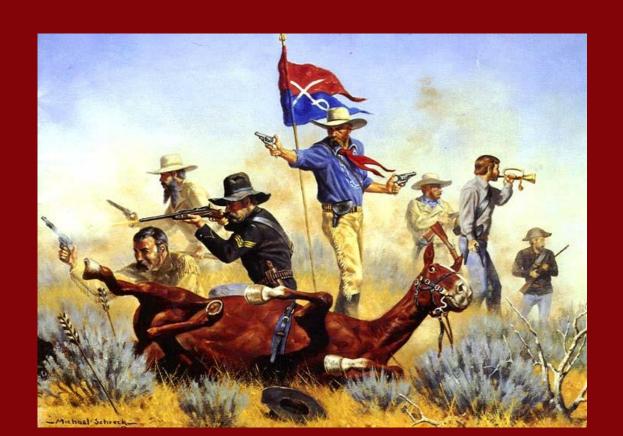
Importance of Morale

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.

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





2. Leading to Advantage

Three Advantages:

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

Battle of Cowpens Tarleton (large, prof. army) — Morgan (hid militia behind **Continentals to reload =** re-entered battle Tarleton (charged wellentrenched army & lost)

Sow 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 gour battles is not the foremost execllence, to break the enemy's resistance without fighting is the foremost exectlence."

"Mhat 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

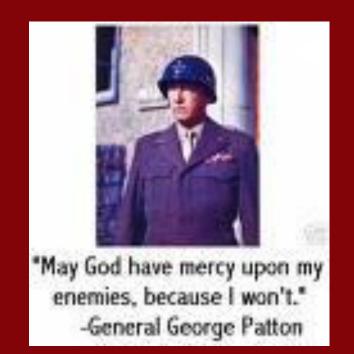
Blitzkrieg "Lightening War"

"Therefore the good fighter will be overwhelming in his assault and deliberate in his timing."



General George S. Platton

"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..

Londs 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."

Sow 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)

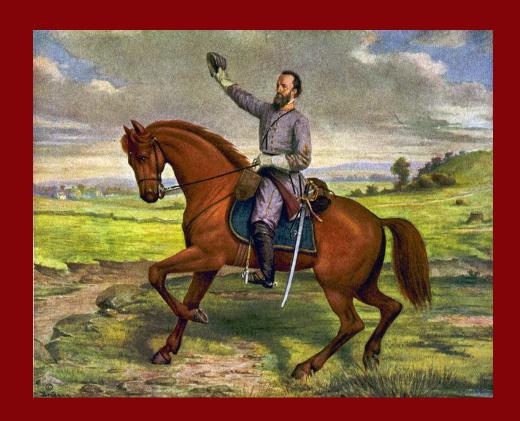
Sun 7343

"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.