

The Art of War: A Concise Field Guide for Officers and NCO's
Edited by Matthew Ortiz

Preface

This book is meant to be a short and clear summary of the Art of War that can be easily carried and referenced by officers under stress and with limited time. You must intimately study a complete version before this version can be of any value. This shortened version can hopefully assist those trying to efficiently review it daily. In order to be direct and concise much of the deeper meaning may be lost. I will try to leave it as intact as possible and change as little meaning as possible. Except when the situations explained are outdated I will try to adapt them to modern situations, for example in the use of banners and of horse chariots. I will indicate my additions using italics. The chapters are not separated so these pages can be printed and carried at the lightest and tightest space possible; ready to print, laminate, and write on. I will not charge money for this book, it is an effort I gladly offer for the benefit of my siblings-in-arms. I pray it can be of good use.

This is not a new translation of the Art of War, it is an interpretation based largely on the translations of Lionel Giles, Ralph D. Sawyer, and Thomas Huynh. As this is intended to be as short as possible, you must look to these other books for any help in understanding it via their superb commentaries.

1 - Planning

War is the government's greatest responsibility. It decides success or destruction and life or death. It must always be the first priority.

There are five factors:

1. Moral Legitimacy
2. Weather
3. Terrain
4. Leadership
5. Organization

You will have victory if you master these five factors. If not, you bring suffering. Carefully consider which factors are in your favor and in your enemy's favor. Anyone ignoring these must be removed from command. After considering these factors make a strategy that creates a tactical imbalance of power. Allow flexibility to take advantage of situations. Be prepared to adapt your strategy to changing conditions. Weave a strategy based on deception. Keep your enemy's intelligence inaccurate. Trick them into being in the place and condition of your choosing, and don't be tricked by them. Entice them, present illusions, and create disorder in their ranks. Avoid their strengths, play with their anger and arrogance, force them to exert themselves, and cause them to weaken their force. Only attack where they are not prepared and only go where you are not expected. Keep your strategy secret.

If these five factors are not in your favor DO NOT ATTACK. If considered objectively, these five factors will predict victory and defeat. If you find these factors favor your enemy but war cannot be avoided, undermine them before pursuing war. He who makes the best calculations finds victory.

2 – Waging War

Deploying the military is unimaginably expensive. It will cost a substantial portion of the nation's Gross Domestic Product. Long wars exhaust the people, the military, and the government. You will lose moral legitimacy the longer it lasts. If the war is too long it will bankrupt the nation. When you have become weakened others will rise against you. No matter how great and wise your leaders, victory will be impossible. No nation has ever profited from prolonged warfare. *A long war only helps guerrilla forces who's goal is to weaken and bankrupt you while avoiding direct engagements.* Those who don't understand this are incapable of successfully waging war.

Good leaders do not need to call for multiple tours of duty. Bring your own equipment but use the enemy's supplies. Transporting provisions impoverish the state and the people. One piece of the enemy's provisions are worth 20 of your own. Anger can motivate your men to kill the enemy, but personal gain will motivate them to weaken the enemy's wealth. Allow them to profit from seizing the enemy's resources but strictly prohibit them from seizing resources from the local population. *Moral legitimacy depends on how you treat the local population. It is better to allow the local people to profit from you and let your enemy take it away from them. This will strengthen your legitimacy and rob the enemy of theirs. Some avoid this to prevent the enemy from using their own wealth against them. This is a risk of war. You cannot win the local population by keeping them without. Do business with the masses, not just with their leaders.*

The fate of the people and the nation depend on leaders understanding war.

3 - Attack

It is better to capture and profit from the enemy than to destroy them. Always winning battles is not excellence. Excellence is subjugating the enemy without fighting. It is best to attack the enemy's plans, second best to attack their alliances, third to attack their army, and worst is attacking their fortified positions. Their armies and fortifications are worthless if you can defeat them otherwise. Only attack fortifications or cities when there is no other choice. Attacking them will cost too many lives. A great leader subjugates armies without engagements, takes cities and fortifications without attack, and conquers without prolonged expenses. A good General cultivates resources.

If you are 10 times the enemy's surround them, if 5 times attack them, if double divide your forces, if equal engage them, if less then evade them, and if outmatched flee. A large force can capture a small force if the small for is not flexible.

Leaders are pillars of the state. Strong leaders make the state strong, as weak leaders make the state weak. There are three ways the leader can provide the enemy a weakness to take advantage:

- 1.by ordering the Army to advance or retreat not knowing its capability,
- 2.by directing the military the same way as directing civil administration, and
- 3.by commanding officers without flexibility to circumstances.

There are five factors to legitimacy of military command:

- 1.Know when and when not to fight.
- 2.Recognize how to employ both large and small forces.
- 3.Make sure the desires of those at the top and at the bottom are identical.
- 4.Be fully prepared and patiently await the unprepared.
- 5.Generals must be capable and not interfered with by their rulers *or political bureaucracies.*

If you know the enemy and know yourself you will always have victory, if you know yourself but not your enemy you will lose half of the time, and if you know neither you will always be defeated. *Recognize that the conditions you define victory should change as you gain understanding of your enemy's culture.*

4 - Tactics

Ancient great generals first made sure that they could not be defeated and then waited for the moment to defeat their enemy. Being immune to defeat depends on yourself whereas the opportunity to defeat the enemy depends on the enemy. A great general can make himself unconquerable but can not make the enemy conquerable. Likewise you may have a strategy to conquer them but find it impossible to implement. If you cannot take victory then be defensive. If you can take victory then attack. Those great at defense bury themselves deep in the earth while those skilled at offense attack from the sky. Excellence is in effortless victory; a difficult victory is a sign of inadequacy. Those who can see the sun and moon do not have excellent eyesight as those who can hear thunder do not have excellent hearing. Ancient generals conquered when it was easy to conquer. Great generals do not gain fame for wisdom or courage. Their victories are error-less. A great general enjoys victory over enemies who defeat themselves. They make sure that they can not be defeated while making sure not to miss an opportunity to defeat the enemy. They only seek battle after victory is won. Losers seek battle in order to find victory.

There are 5 sequential steps to victory:

- 1.Measurement
- 2.Estimation of forces.
- 3.Calculation of numbers.
- 4.Balancing chances.
- 5.Victory.

5 - Energy

If you organize and manage your army well and have good communication, then you can lead a large army the same way you lead a small force. Ensuring that your army can overcome an attack depends on using both direct and indirect tactics. Always leverage strong points against weak points. You can use direct maneuvers to join battle but indirect maneuvers secure victory. There is an inexhaustible amount of indirect methods to employ. When paired with direct methods you have an endless series of maneuvers just as a few base colors can be combined to make any number of colors. A good fighter may start terribly but then makes prompt decisions. It is like the pull of a crossbow where decision is like the pull of the trigger. Simulated courage comes from control, illusion of fear from courage, and feigned weakness from strength. Order and disorder are a question of organization, courage and fear are a matter of force, strength and weakness a matter of formation. One skilled at keeping the enemy moving deploys in a way that forces a response. He offers something the enemy must have. He uses profit to move them and uses foundation to wait for them. He seeks victory by configuration of power rather than by reliance on men. He commands men similar to rolling logs and stones. They are quiet when stable but unstoppable when rolling down. A cube can be stopped but not a sphere. Strategic energy must be spherical.

6 – Weak & Strong Points

The first to reach the battlefield gains easy occupation, the second rushes to arrive exhausted. A great leader imposes his will on the enemy and avoids the enemy's will. Offer an advantage to entice the enemy. To ward him off inflict damage. If he is rested you can exhaust him and if well fed make him become hungry. Go where you are not expected and he must race to defence. Travel through unoccupied terrain to go great distances without getting tired. Only attack places not defended and only occupy places that the enemy will not attack. The enemy will not know what places to defend nor where to attack. Be subtle, formless, mysterious, and soundless. Advance quickly through enemy weak-points and you will be safe from pursuit. Use great speed to retreat without being overtaken. If your enemy is well entrenched draw him out by attacking something that he has no choice but to rescue. If you want to avoid a fight, throw out something odd and unaccountable. You can divide the enemy's forces and concentrate your own if you can discover his dispositions while keeping yours secret. Then you can overwhelm him. Never let the enemy determine where you plan to engage him and he will be forced to try to defend too many places, each too lightly defended. If he is heavily defended in any one place, for example to the front or the rear, he must leave another place too lightly defended. If every position is defended, then all are weakly defended. Those who prepare to defend are made few while those who prepare to attack are made many. If you know the where and when of battle, you can travel a great distance for an engagement. If you do not know the where and when your forces can not support each other readily, even over short distances. If the enemy has greater forces you can rob him of his abilities.

Analyze the enemy to determine their estimations. Provoke them to learn their patterns. Determine their situation to determine the best terrain. Probe them to know where are their strengths and weaknesses. The greatest deployment is formless as it is impossible for anyone, even the best spies and greatest minds, to determine a wise manner of attack. If you are formless you gain infinite ability to manipulate and react to the enemy. Be like water. It avoids heights and pours down on what is empty. It flows according to the terrain and has no constant shape.

7 - Maneuver

Tactical Maneuver is the most difficult aspect of combat because you must turn adversity into advantage. Combat between organized armies is much better than combat between masses. If you rush an entire army to an advantageous location you will be too late. Send a smaller unit. However, that unit will be forced to abandon most of its resources and equipment. The strong will arrive first as the weak will fall behind, thus weakening your force and leaving them exposed so few will arrive. The farther the push the less will arrive. An army that lacks its resources and equipment will be lost.

You cannot create successful alliances if you don't understand the motivations of all players. Don't ally yourself with just anyone. If you do not personally know the terrain intimately you cannot advance without local guides. Guides hold victory in their hands as they know the advantages and disadvantages of the land so you must win their loyalty.

The army's movement must be based on deceitful strategy, constantly splitting and re-uniting, yet you must take these actions based on circumstances. If done properly you will gain the speed of the wind, the slowness of the forest, the agility of fire, and the strength of a mountain. Your intent should be as unknowable as darkness and your response like thunder.

When you plunder, spoils must be divided between your men. Gain strategic advantage and move on. Understanding how to use both direct and indirect methods is the key to victory. Banners, flags, and drums are meant to

manipulate the eyes and ears of the men to keep them as a unified force and prevent the brave from advancing alone and the weak from retreating alone. Employing large numbers depends on unification of mind. *“Slow is smooth and smooth is fast.”*

If a general's mind can be manipulated the spirit of his army can be taken away. A soldier's spirit is strongest in the morning, slow in the afternoon, and exhausted at dusk. By late afternoon a soldier's only thought is about returning to camp. A general must have discipline of mind to await disorder arising out of order or for tranquility out of the in-tranquil. When rested wait for the tired and when fed wait for the hungry. Do not attack well ordered units or formations. Do not attack uphill or oppose an enemy moving downhill. Do not chase false retreats. Do not attack lively troops. Do not swallow bait. Do not obstruct an army from retreating home, always allow an outlet for escape. Do not push an exhausted invader too hard. Always remember that waging war is an art. Be creative. Be an artist.

8 - Variation

On difficult terrain: Do not make camp.

Where roads intersect: Unite with allies.

On isolated terrain: Keep moving.

When hemmed-in: Make strategy.

In desperate positions: Make battle.

There are roads that should not be followed, armies and cities that should not be attacked, and terrain that is not worth taking. Some commands of the leader and bureaucratic administration must not be obeyed. The roads that should not be followed are those that allow the enemy to know your affairs, prevent you from being able to consolidate your rear, or that are not advantageous to make movement causing you to be trapped. Armies that should not be attacked are those with generals who excel at indirect or unorthodox methods, have skillful tactics, and are leading well organized forces. Cities that should not be attacked are those that do give you an advantage on your front or cannot be protected when in your rear and cannot cause you harm if to your rear; or if their strength is equal to yours. Do not fight for terrain that lacks the resources to sustain your forces. A smart general calculates advantages and disadvantages.

Neighboring rulers must be manipulated. Present them with disadvantages, keep them busy with constant issues, and keep them chasing advantages.

Do not question the likelihood of the enemy attacking, rely on your readiness to receive them. Make your positions unassailable. The wise contemplate the balance of gain and loss. They find advantages in difficult situations and their efforts can be trusted. They see the dangers that come with advantages and find resolutions. Weaken the enemy with threat of harm, laboriously numerous affairs, and pursuit of profits.

There are five character weaknesses to look out for in generals as they can lead to their destruction and can be manipulated to bring their death:

1. Those seeking glorious death can be killed.
2. Those wanting to live can be captured.
3. Those easily angered can be insulted.
4. Those concerned with their image can be shamed.
5. Those overly concerned about the people too much can be troubled.

9 – En Marche

Quickly pass mountains and stay near valleys, make observations on high ground facing the sunny areas. Camp in sunny spots. When crossing rivers don't stay near them. If attacking near a river, fight with the current and not against it. If attacking an enemy who is crossing a river wait until half his forces have crossed it before attacking. Attack from up-stream and with the sun behind you. If you cross salt marshes or wetlands get away quickly. If you are forced to encamp near them stay in grass with trees to your rear. When on plains keep your right flank on higher ground, easy ground behind you and dangerous ground at your front.

Illness and defeat follow encamping on poor ground. Armies must follow nature and prefer high, hard, sloping ground over low ground and sunny spots over shaded. On hills keep the sunny side and high ground to your right and rear. Nature must always be used to your advantage. If it rains upstream you will see foam downstream and must not cross it until it subsides. Stay away from dangerous terrain. Keep it at a distance but force your enemy to approach it. Force them also to have deadly terrain to their rear. Wetlands, tall grasses, forests, and places with heavy undergrowth must be thoroughly searched as they are perfect places for spies and ambushes.

If the enemy is near and quiet they are patiently relying on tactical advantage of terrain. If they are distant and challenge you it means they want you to advance through terrain that will disadvantage you while they occupy advantageous terrain.

If large numbers of trees are moving it means men are advancing. If birds take flight there is an ambush. If all animals are afraid and fleeing they are preparing to attack. If they are placing out visible objects it is to make you suspicious.

If a cloud of dust is low and broad, infantry is approaching. *The higher the cloud, the faster the enemy is approaching. The denser the cloud, the heavier their vehicles.* Gathering firewood makes thin dispersed shafts of dust while sparse multi-directional dust is from encamping. If the enemy is preparing to advance he will speak humbly. If they speak belligerently and advance hastily they will retreat. If they talk about peace without conditions they are speaking strategically. If they advance and retreat at the same time it is a trap. When soldiers fall into ranks it means it is the critical moment. If they speak apologetically it means they need rest.

Hungry men lean on their weapons. A thirsty man goes to collect water but starts by drinking. Tired men hesitate to seize an advantage. Birds gather at empty locations. Men who are afraid make noise at night. If the army is unsettled then the general is weak. Officers get irritable when their men are being pushed too hard. A hungry man kills his horses. When the enemy wastes their last food and resources, and show other signs of no plans to return to camp, it is a sign they intend to fight to the death.

If soldiers whisper in groups order is lost. Officers giving too many rewards are running low on resources. If they punish too harshly they are troubled. If they first punish too hard and then fear retribution they are stupid. If they send emissaries with gifts they are trying to buy rest. Be extremely careful if the enemy approaches in order and maintains their positions without engaging or breaking off.

You cannot advance if the enemy outnumbers you. Gather your strength and study the enemy and you can find their defeat while getting reinforcements. The only officer destined to be captured is the one who underestimates the enemy and lacks strategic planning.

Your men will not be submissive if you punish them too soon after taking command. Then they will be difficult to

utilize. If you do not punish them after they become attached to you, they are useless. You must command them with civility and unify them martially. If instructional orders are consistently given they will submit. You can build a mutual relationship in this way.

10 - Terrain

Switched from Sawyer to Giles

The 6 Principles of Terrain

<u>Terrain</u>	<u>Consideration</u>	<u>Counter-Consideration</u>
Accessible	Can be freely traversed.	Be first to take the raised sunny spots, guard your supply lines and you can fight with advantage.
Entangling	Is easy to abandon but hard to re-occupy.	If you can take the enemy by surprise they can be defeated. But if you fail to defeat them it will be a disaster.
Stalemated	Neither side gains by moving first.	Don't take a bait. Retreat in order to force them to move so you can attack with advantage.
Constricted Passes	Take and garrison them first, then wait.	If he holds the ground, only attack if he is weakly garrisoned.
Steep Heights	If you arrive first, wait in the raised sunny spots.	If he arrives first, do not attack. Retreat and entice him to follow.
Expansive	Your distance is far from the enemy and strength is equal so it is hard to provoke battle.	Fighting will be to your disadvantage.

Six Failures of a General

<u>Calamity</u>	<u>Cause</u>
Flight	If you attack an enemy 10 times your size while all else is equal.
Insubordination	When soldiers are too strong and officers too weak.
Collapse	If officers are too strong and soldiers too weak.
Ruin	If higher officers are angry and insubordinate and fight on their own out of resentment before the commander has determined his position to fight.
Chaos	If the general is weak and lacks authority, makes unclear orders, does not assign fixed duties, and the ranks are sloppy.
Rout	If the general can't determine the enemy strength, allows small forces to engage stronger forces and fails to place choice soldiers at the front.

Terrain can be your best ally. *It can also be your worst enemy. Make the terrain your ally and the enemy of your*

enemy. Yet a general is measured by his ability to estimate the opponent, control the forces of victory, and calculate difficulties, dangers, and distances. He who knows these things and uses them in battle will win. He who does not will be defeated.

If fighting is sure to result in victory, you must fight, even if forbidden by the ruler or bureaucracy. If it will not result in victory, do not fight, even if ordered. The general who advances without coveting fame and retreats without fearing disgrace, and whose only thought is to protect the country and do good service is a treasure.

Regard your soldiers as your own children and they will follow you into death. If you are indulgent and do not make your authority felt, kind-hearted but do not enforce your commands, and incapable of quelling disorder your soldiers will be useless spoiled children.

You have only gone half-way towards victory unless you know, 1) if our men are in a condition to attack, 2) if the enemy is open to attack, and 3) if the terrain makes fighting impracticable. If you know the enemy and know yourself you can gain victory but knowing heaven and earth makes victory complete.

11 – The Nine Varieties of Terrain

9 Varieties of Terrain

<u>Variety</u>	<u>Situation</u>	<u>Response</u>
Dispersive	In your own territory.	Do no fight. Unify your men with purpose.
Facile	A short distance into hostile territory.	Do not stop. Ensure close connections between all parts of our army.
Contentious	Gives great advantage to its holder.	Do not attack. Hurry up your rear.
Open	Either side has liberty of movement.	Do not block the enemy. Keep eye on your defenses.
Intersecting	Three contiguous states meet. There is communication on all sides.	Join and consolidate with allies.
Serious	Deep in hostile territory with many fortifications to your rear.	Plunder. Ensure supply lines.
Difficult	Mountain forests, rugged steeps, marshes and other difficult lands.	Steady the march. Keep pushing.
Hemmed-In	Reached by way of narrow gorges with difficult retreat make it easy for a small force to crush a large force.	Resort to strategy. Block any way of retreat.
Desperate	Where delay in fighting would bring destruction.	Fight! Tell your soldiers about the hopelessness of saving their lives.

Historical leaders mastered placing wedges between the enemy's front and rear. They could prevent co-operation between their larger and smaller divisions, prevent soldiers from aiding each other, and prevent officers from rallying their

men. When the enemy's men were united they kept them in disorder. They advanced when it was to their advantage and they stopped still when it was not.

You can manipulate the enemy to your will if you seize something dear to them. Quickly take advantage of unreadiness. Move by unanticipated routes and attack unguarded spots.

The further you push into enemy territory the more united your men and the harder for the enemy to take advantage of you. Throw your men into positions without escape and they will prefer death to flight. When they are willing to face death they can achieve anything. All will do their best. Soldiers facing death lose their fear. If there is no place to go they will stand firm.

Take small trips into fertile land to supply food for your men. Prioritize health and do not push your men too hard and they will stay united and build strength. Keep constantly on the move and devise unimaginable plans. If you lead with these principles they will do without being asked and be trustworthy without orders or restrictions.

Do not allow omens and superstitions, they increase fear. *Fear is contagious and omens put losses in the front of their minds.* Remember that they are human and have emotions, they will show sadness but when mustered they will show the courage of great warriors.

A skillful tactician is similar to a snake that can attack with its tail. If you strike its head it will attack with its tail, strike at its tail and be attacked by its head, or strike its middle and be attacked by both. Your soldiers are trained to act without explanation. It is in their nature to help each other. If two soldiers of opposing armies find themselves each on leave on the same sinking ship, they will help each other as well as the left hand helps the right.

Fully deploying to the field is not enough. You have to set a standard of courage that all must achieve. Make best use of both the strong and the weak. A skillful general leads an army the same way he leads a single man by the hand.

A general must be quiet to ensure secrecy. He must be upright and just to maintain order. He must use false reports and appearances to keep his officers and men ignorant of his plans. By changing plans he can keep the enemy without knowledge. By shifting camps and taking indirect routes he can keep the enemy from finding his purpose. He brings his men this way and that like a shepherd with a flock of sheep not knowing which way he is going. He carries his men deep into hostile territory before showing his hand. He acts like someone who climbs a height and then kicks away the ladder behind him. He must motivate his enemy to bring themselves into danger.

A leader must understand the nine varieties of terrain, the expediency of offensive and defensive tactics, and human nature. Remember that penetrating deeply brings cohesion while penetrating only a little brings dispersion. It is in their nature to fight obstinately when surrounded and obey promptly when fallen into danger.

Do not ally with neighbors until you understand their desires. Do not lead men until you intimately know the terrain. You cannot fully take advantage of terrain without using local guides.

5 Principles of a Warrior Prince

1) When he attacks he prevents the concentration of his enemy's forces. He overawes his opponents and prevents them from joining with their allies. 2) He does not ally himself with just anyone. He does not foster the power of other states. He keeps his own strategies that awe his antagonists. 3) He bestows rewards without regard to rules. He issues orders without regards to previous arrangements. 4) He confronts his soldiers with the task not letting them know his plan until the situation is bright. When the situation is gloomy he tells them nothing of his plan. 5) He places his army in deadly peril and

plunges it into desperate positions knowing it will come out safely. It is when a force is in harms way that it can take victory.

Accommodating to the enemy's purpose brings success in war. You will kill the commander-in-chief by persistently hanging on his flanks. Block frontier passes, stop the passage of emissaries, and destroy the official tallies. Control the situation by being stern in the council-chamber. Rush in when the enemy leaves a door open. Attack what your enemy values most and try to time his arrival. Walk defined by rule and accommodate yourself to the enemy until the decisive battle. Exhibit the coyness of a maiden until you find an opening and then rush in before it is too late for the enemy to oppose you.

12 - Fire

5 Ways of Attacking with Fire

- 1) Burn soldiers in their camp.
- 2) Burn provisions.
- 3) Burn supply lines.
- 4) Burn arsenals and magazines.
- 5) Burn the enemy.
- 6) *Remember that the Geneva Convention prohibits using fuels to burn civilians.*
- 7) *Fire can be used as an obstacle.*

You must always keep materials for making fire handy. Use fire in dry seasons on proper days. Proper days are when the moon is in the constellations of the Sieve (Sagittarius), the Wall (Pegasus), the Wing (Hydra), or the Cross-Bar (Corvus).

5 Developments for Fire

- 1) If fire breaks out inside the enemy's camp attack.
- 2) If fire breaks out but the enemy soldiers are quiet, do not attack.
- 3) If attack is not practicable when the fire has reached its height, then do not attack.
- 4) If you can attack with fire from outside deliver your attack at a favorable moment. Do not wait for it to break out from inside.
- 5) Do not attack downwind from a fire, attack from upwind.

A wind that rises in the day will last long but night breezes soon fall. Always keep aware of the developments of fire and keep aware of the proper days. Intelligent leaders use fire to aid attack. Those who use water gain an ascension of strength. Water can stop an enemy without destroying all of their supplies. You must cultivate enterprise in your battles to avoid stagnation. An enlightened ruler makes plans well ahead. A good general cultivates resources.

Do not move unless you see an advantage. Do not use your troops unless you can gain from it. Do not fight unless the position is critical. No ruler should field an army for self-gratification. No general should fight out of resentment. If there is no advantage from moving, be patient. Anger can turn into gladness. Worry can turn into content. But the dead cannot be brought back to life. The way to keep a country at peace and an army intact is by having a heedful ruler and cautious general.

13 - Spies

Deploying an Army drains the state's resources and makes the people suffer. The cost is staggering. It will cause problems both at home and abroad. Labor will be lost. Wars can be fought at great expense for extended periods of time yet victory decided by a single day. It is inhuman to risk these costs while failing to pay for intelligence on the enemy's situation. It is knowledge that enables a country and a general to conquer. The only way to gain this intelligence is through spying. Inductive and deductive reasoning will fail when facing a deceitful enemy. *In order to maintain moral legitimacy and the integrity of the army spies must fall under the command of military officers, especially while on the field of battle. The opposite hands opportunity to the enemy.*

5 Classes of Spies

Local	Inhabitants
Internal	Enemy Officials
Converted	Double Agents
Dead	Counter-Intelligence
Living	Reconnaissance

You must use all five types of spies to ensure secrecy. They are a leader's most useful tool. These are the most important relationships to maintain. Spies must be handled with great secrecy. They must be given the greatest rewards. They must be employed intuitively. They must be managed with benevolence and integrity. You must use ingenuity to test the truth of their reports. Subtly use spies towards everything. If a spy shares his mission before beginning it, put both spy and receiver to death. Spies must always be on the lookout for information on the names of attendants, aides-de-camp, door-keepers, and sentries of the enemy commander.

Discover your enemy's spies, bribe them, give them comforts, and convert them to suit your needs. Double Agents give us Local and Internal Spies, cause Counter-Intel to be successful, and support the use of Recon. Since so much is affected by Double Agents they must be treated with liberality and rewarded most generously. The greatest conquerors in history mastered the use of spies.

APPENDIX I Checklist

1 - Planning

<u>Who Has</u>	<u>Me</u>	<u>Enemy</u>	<u>Both</u>	<u>Neither</u>	<u>Ally</u>	<u>3rd Party</u>
Moral Legitimacy						
Advantage of Weather						
Advantage of Terrain						
Proven Leadership						
Strong Organization						

Are you using deceit?	YES	NO				
Is the enemy using deceit?	YES	NO				
Are you keeping the enemy's intelligence inaccurate?			YES	NO		
Are you staying flexible?	YES	NO				
Is the enemy in the place of your choosing?			YES	NO		
Are you in the place of your enemy's choosing?			YES	NO		
Are you creating disorder in their ranks?			YES	NO		
Are you avoiding their strengths?	YES	NO				
Are you playing with their anger and arrogance?			YES	NO		
Are you forcing them to exert themselves?			YES	NO		
Are you only attacking where they are not prepared?			YES	NO		
Are you going where you are not expected?			YES	NO		
Are your plans secret?	YES	NO				

2 – Waging War

Are you loosing legitimacy due to longing of the war?	YES	NO				
Are you making use of the enemy's supplies?	YES	NO				
Are you transporting the majority of your provisions?	YES	NO				
Are you motivating your soldiers by allowing them to profit from seizing the enemy's resources?	YES	NO				
Are you respecting the innocent of the local population?	YES	NO				
Are your rulers respecting the innocent of the local population?	YES	NO				
Are your soldiers respecting the innocent of the local population?	YES	NO				
Do your leaders understand war?	YES	NO				

3 – Attack

Do you prefer to capture and profit from the enemy rather than destroying them?	YES	NO				
Are you subjugating the enemy without fighting?	YES	NO				
Are you attacking the enemy's plans?	YES	NO				
Is the enemy attacking your plans?	YES	NO				
Are you attacking the enemy's alliances?	YES	NO				
Is the enemy attacking your alliances?	YES	NO				
Are you avoiding attacking the enemy's fortified positions?	YES	NO				
Is the enemy avoiding attacking your fortified positions?	YES	NO				
Are you aware of your army's ability to advance and retreat?	YES	NO				
Are you directing the military similar to directing civilian administration?	YES	NO				
Are you giving your officers adequate flexibility to circumstances?	YES	NO				
Do you understand yourself?	YES	NO				
Do you understand your enemy?	YES	NO				
Does your enemy understand itself?	YES	NO				
Does your enemy understand you?	YES	NO				

Who is more flexible?	YOU	YOUR ENEMY
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4- Tactics

Have you made yourself beyond defeat?	YES	NO
Has the enemy made themselves beyond defeat?	YES	NO
Are you patiently awaiting the moment of victory?	YES	NO

Is your enemy patiently awaiting the moment? YES NO

5- Energy

Are you well organized? YES NO
Is your enemy well organized? YES NO
Do you have good communication? YES NO
Does your enemy have good communication? YES NO
Are you using indirect tactics? YES NO
Is your enemy using indirect tactics? YES NO
Are you offering something the enemy must have? YES NO

6 – Weak & Strong Points

<u>Who</u>	<u>Me</u>	<u>Enemy</u>	<u>Both</u>	<u>Neither</u>	<u>Ally</u>	<u>3rd Party</u>
..has gained easy occupation by arriving first?						
..must rush to arrive exhausted?						
..is imposing their will on the their enemy?						
..is enticing the other with an advantage?						
..is making the other exhausted?						
..is making the other hungry?						
..is traveling through unoccupied terrain?						
..is more mysterious?						
..is more formless like water?						
..is more subtle?						
..is able to determine where the other will attack?						
..is causing the other to less concentrate their forces?						
..is weakened by being forced to defend?						
..is made stronger by attacking?						

Are you traveling where you are not expected?	YES	NO
Are you attacking only places that cannot be defended?	YES	NO
Are you defending only places that cannot be attacked?	YES	NO
Are you provoking your enemy to learn their patterns?	YES	NO

What can you attack to draw your enemy out?
What are your enemy's dispositions?

7 – Maneuver

Do you understand the motivations of all players?	YES	NO
Are you being selective in your alliances?	YES	NO
Are you divining plunders evenly between your soldiers?	YES	NO
Do you know the terrain intimately?	YES	NO
Is your army unified in mind?	YES	NO
Do you refuse to attack uphill?	YES	NO
Do you avoid attacking well ordered units?	YES	NO
Do you refuse to swallow bait?	YES	NO
Are you being creative?	YES	NO

8 – Variation

What type is the terrain?	Difficult	Isolated	Intersection	Hemmed-in	Desperate
Are you manipulating neighboring rulers?	YES	NO			

Are you ready to receive the enemy? YES NO

9 – En Marche

Are you on high ground facing sunny areas? YES NO
Is your ground ideal for encamping? YES NO
Do you avoid dangerous terrain and entice your enemy to approach it? YES NO
Are you underestimating your enemy? YES NO
Are your men being pushed too hard? YES NO
Does your enemy outnumber you? YES NO

Is your enemy near and quiet or distant and challenging?

10 – Terrain

Which principle of terrain applies?	Accessible	Entangling	Stalemated
	Constricted	Steep	Expansive
Is the terrain your ally?	YES	NO	
Is the terrain your enemy's ally?	YES	NO	
Is fighting sure to result in victory?	YES	NO	
Are your men in a condition to attack?	YES	NO	
Is your enemy open to attack?	YES	NO	
Does the terrain make fighting impracticable?	YES	NO	

11 – Nine Varieties of Terrain

What variety is the terrain?	Dispersive	Facile	Contentious	Open	Intersecting
	Serious	Difficult	Hemmed-In	Desperate	
Are you prioritizing health?	YES	NO			
Are you keeping your men in strength by not pushing them too hard?			YES	NO	
Are you making best use of both the strong and the weak soldiers?			YES	NO	
Are you quiet to maintain secrecy?		YES	NO		
Are you upright and just to maintain order?		YES	NO		
Do you take indirect routes to hide your purpose?		YES	NO		

How can you place a wedge between the enemy's front and rear?
How can you prevent cooperation between their divisions?
How can you make them disordered?
How can you attack what your enemy values most?

12 – Fire

Are you moving when there is no advantage to gain? YES NO
Are you using your troops when there is nothing to gain from it? YES NO
Are you cultivating enterprise? YES NO
Are you cultivating resources? YES NO
Are you fighting out of resentment? YES NO
Are you being patient? YES NO

13 – Spies

Do you appreciate the cost effectiveness of spies? YES NO
Are you using all 5 classes of spies? YES NO
Are your spies treated with benevolence and integrity? YES NO
Are your spies given the greatest rewards? YES NO

Are spies under the command of military officers or is the military subjugated to the designs of spies?