

KEYS TO POWER

In the realm of power, your goal is a degree of control over future events. Part of the problem you face, then, is that people won't tell you all their thoughts, emotions, and plans. Controlling what they say, they often keep the most critical parts of their character hidden—their weaknesses, ulterior motives, obsessions. The result is that you cannot predict their moves, and are constantly in the dark. The trick is to find a way to probe them, to find out their secrets and hidden intentions, without letting them know what you are up to.

This is not as difficult as you might think. A friendly front will let you secretly gather information on friends and enemies alike. Let others consult the horoscope, or read tarot cards: You have more concrete means of seeing into the future.

The most common way of spying is to use other people, as Duveen did. The method is simple, powerful, but risky: You will certainly gather information, but you have little control over the people who are doing the work. Perhaps they will ineptly reveal your spying, or even secretly turn against you. It is far better to be the spy yourself, to pose as a friend while secretly gathering information.

The French politician Talleyrand was one of the greatest practitioners of this art. He had an uncanny ability to worm secrets out of people in polite conversation. A contemporary of his, Baron de Vitrolles, wrote, "Wit and grace marked his conversation. He possessed the art of concealing his thoughts or his malice beneath a transparent veil of insinuations, words that imply something more than they express. Only when necessary did he inject his own personality." The key here is Talleyrand's ability to suppress himself in the conversation, to make others talk endlessly about themselves and inadvertently reveal their intentions and plans.

Throughout Talleyrand's life, people said he was a superb conversationalist—yet he actually said very little. He never talked about his own ideas; he got others to reveal theirs. He would organize friendly games of charades for foreign diplomats, social gatherings where, however, he would carefully weigh their words, cajole confidences out of them, and

gather information invaluable to his work as France's foreign minister. At the Congress of Vienna (1814-1815) he did his spying in other ways: He would blurt out what seemed to be a secret (actually something he had made up), then watch his listeners' reactions. He might tell a gathering of diplomats, for instance, that a reliable source had revealed to him that the czar of Russia was planning to arrest his top general for treason. By watching the diplomats' reactions to this made-up story, he would know which ones were most excited by the weakening of the Russian army—perhaps their governments had designs on Russia? As Baron von Stetten said, "Monsieur Talleyrand fires a pistol into the air to see who will jump out the window."

If you have reason to suspect that a person is telling you a lie, look as though you believed every word he said. This will give him courage to go on; he will become more vehement in his assertions, and in the end betray himself. Again, if you perceive that a person is trying to conceal something from you, but with only partial success, look as though you did not believe him. The opposition on your part will provoke him into leading out his reserve of truth and bringing the whole force of it to bear upon your incredulity.

ARTHUR SCHOPENHAUER, 1788-1860

During social gatherings and innocuous encounters, pay attention. This is when people's guards are down. By suppressing your own personality, you can make them reveal things. The brilliance of the maneuver is that they will mistake your interest in them for friendship, so that you not only learn, you make allies.

Nevertheless, you should practice this tactic with caution and care. If people begin to suspect you are worming secrets out of them under the cover of conversation, they will strictly avoid you. Emphasize friendly chatter, not valuable information. Your search for gems of information cannot be too obvious, or your probing questions will reveal more about yourself and your intentions than about the information you hope to find.

A trick to try in spying comes from La Rochefoucauld, who wrote, "Sincerity is found in very few men, and is often the cleverest of ruses—one is sincere in order to draw out the confidence and secrets of the other." By pretending to bare your heart to another person, in other words, you make them more likely to reveal their own secrets. Give them a false

confession and they will give you a real one. Another trick was identified by the philosopher Arthur Schopenhauer, who suggested vehemently contradicting people you're in conversation with as a way of irritating them, stirring them up so that they lose some of the control over their words. In their emotional reaction they will reveal all kinds of truths about themselves, truths you can later use against them.

Another method of indirect spying is to test people, to lay little traps that make them reveal things about themselves. Chosroes II, a notoriously clever seventh-century king of the Persians, had many ways of seeing through his subjects without raising suspicion. If he noticed, for instance, that two of his courtiers had become particularly friendly, he would call one of them aside and say he had information that the other was a traitor, and would soon be killed. The king would tell the courtier he trusted him more than anyone, and that he must keep this information secret. Then he would watch the two men carefully. If he saw that the second courtier had not changed in his behavior toward the king, he would conclude that the first courtier had kept the secret, and he would quickly promote the man, later taking him aside to confess, "I meant to kill your friend because of certain information that had reached me, but, when I investigated the matter, I found it was untrue." If, on the other hand, the second courtier started to avoid the king, acting aloof and tense, Chosroes would know that the secret had been revealed. He would ban the second courtier from his court, letting him know that the whole business had only been a test, but that even though the man had done nothing wrong, he could no longer trust him. The first courtier, however, had revealed a secret, and him Chosroes would ban from his entire kingdom.

It may seem an odd form of spying that reveals not empirical information but a person's character. Often, however, it is the best way of solving problems before they arise.

By tempting people into certain acts, you learn about their loyalty, their honesty, and so on. And this kind of knowledge is often the most valuable of all: Armed with it, you can predict their actions in the future.

Image:
The Third Eye of
the Spy. In the land of
the two-eyed, the third eye
gives you the omniscience

of a god. You see further than
others, and you see deeper
into them. Nobody is
safe from the eye
but you.

Authority: Now, the reason a brilliant sovereign and a wise general conquer the enemy whenever they move, and their achievements surpass those of ordinary men, is their foreknowledge of the enemy situation. This “foreknowledge” cannot be elicited from spirits, nor from gods, nor by analogy with past events, nor by astrologic calculations. It must be obtained from men who know the enemy situation—from spies. (Sun-tzu, *The Art of War*, fourth century B.C.)

REVERSAL

Information is critical to power, but just as you spy on other people, you must be prepared for them to spy on you. One of the most potent weapons in the battle for information, then, is giving out false information. As Winston Churchill said, “Truth is so precious that she should always be attended by a bodyguard of lies.” You must surround yourself with such a bodyguard, so that your truth cannot be penetrated. By planting the information of your choice, you control the game.

In 1944 the Nazis’ rocket-bomb attacks on London suddenly escalated. Over two thousand V-1 flying bombs fell on the city, killing more than five thousand people and wounding many more. Somehow, however, the Germans consistently missed their targets. Bombs that were intended for Tower Bridge, or Piccadilly, would fall well short of the city, landing in the less populated suburbs. This was because, in fixing their targets, the Germans relied on secret agents they had planted in England. They did not know that these agents had been discovered, and that in their place, English-controlled agents were feeding them subtly deceptive information.

The bombs would hit farther and farther from their targets every time they fell. By the end of the campaign they were landing on cows in the country. By feeding people wrong information, then, you gain a potent advantage. While spying gives you a third eye, disinformation puts out one of your enemy’s eyes. A cyclops, he always misses his target.

LAW 15

CRUSH YOUR ENEMY TOTALLY

JUDGMENT

All great leaders since Moses have known that a feared enemy must be crushed completely. (Sometimes they have learned this the hard way.) If one ember is left alight, no matter how dimly it smolders, a fire will eventually break out. More is lost through stopping halfway than through total annihilation: The enemy will recover, and will seek revenge. Crush him, not only in body but in spirit.

TRANSGRESSION OF THE LAW

No rivalry between leaders is more celebrated in Chinese history than the struggle between Hsiang Yu and Liu Pang. These two generals began their careers as friends, fighting on the same side. Hsiang Yu came from the nobility; large and powerful, given to bouts of violence and temper, a bit dull witted, he was yet a mighty warrior who always fought at the head of his troops. Liu Pang came from peasant stock. He had never been much of a soldier, and preferred women and wine to fighting; in fact, he was something of a scoundrel. But he was wily, and he had the ability to recognize the best strategists, keep them as his advisers, and listen to their advice. He had risen in the army through these strengths.

The remnants of an enemy can become active like those of a disease or fire. Hence, these should be exterminated completely.... One should never ignore an enemy, knowing him to be weak. He becomes dangerous in due course, like the spark of fire in a haystack.

KAUTILYA, INDIAN PHILOSOPHER, THIRD CENTURY B.C.

In 208 B.C., the king of Ch'u sent two massive armies to conquer the powerful kingdom of Ch'in. One army went north, under the generalship of Sung Yi, with Hsiang Yu second in command; the other, led by Liu Pang, headed straight toward Ch'in. The target was the kingdom's splendid capital, Hsien-yang. And Hsiang Yu, ever violent and impatient, could not stand the idea that Liu Pang would get to Hsien-yang first, and perhaps would assume command of the entire army.

THE TRAP AT SINIGAGLIA

On the day Ramiro was executed, Cesare [Borgia] quit Cesena, leaving the mutilated body on the town square, and marched south. Three days later he arrived at Fano, where he received the envoys of the city of Ancona, who assured him of their loyalty. A messenger from Vitellozzo Vitelli announced that the little Adriatic port of Sinigaglia had surrendered to the condottieri [mercenary soldiers]. Only the citadel, in charge of the Genoese Andrea Doria, still held out, and Doria refused to hand it over to anyone except

Cesare himself. [Borgia] sent word that he would arrive the next day, which was just what the condottieri wanted to hear. Once he reached Sinigaglia. Cesare would be an easy prey, caught between the citadel and their forces ringing the town.... The condottieri were sure they had military superiority, believing that the departure of the French troops had left Cesare with only a small force.

In fact, according to Machiavelli. [Borgia] had left Cesena with ten thousand infantry-men and three thousand horse, taking pains to split up his men so that they would march along parallel routes before converging on Sinigaglia. The reason for such a large force was that he knew, from a confession extracted from Ramiro de Lorca, what the condottieri had up their sleeve. He therefore decided to turn their own trap against them. This was the masterpiece of trickery that the historian Paolo Giovio later called "the magnificent deceit." At dawn on December 31 [1502], Cesare reached the outskirts of Sinigaglia.... Led by Michelotto Corella, Cesare's advance guard of two hundred lances took up its position on the canal bridge.... This control of the bridge effectively prevented the conspirators' troops from withdrawing....

Cesare greeted the condottieri effusively and invited them to join him.... Michelotto had prepared the Palazzo Bernardino for Cesare's use, and the duke invited the condottieri inside.... Once indoors the men were quietly arrested by guards who crept up from the rear.... [Cesare] gave orders for an attack on Vitelli's and Orsini's soldiers in the outlying areas.... That night, while their troops were being crushed, Michelotto throttled Oliveretto and Vitelli in the Bernardino palace.... At one fell swoop, [Borgia] had got rid of his former generals and worst enemies.

THE BORGHIAS, IVAN CLOULAS, 1989

At one point on the northern front, Hsiang's commander, Sung Yi, hesitated in sending his troops into battle. Furious, Hsiang entered Sung Yi's tent, proclaimed him a traitor, cut off his head, and assumed sole command of the army. Without waiting for orders, he left the northern front and marched directly on Hsien-yang. He felt certain he was the better soldier and general than Liu, but, to his utter astonishment, his rival, leading a smaller, swifter army, managed to reach Hsien-yang first. Hsiang had an adviser, Fan Tseng, who warned him, "This village headman [Liu Pang]

used to be greedy only for riches and women, but since entering the capital he has not been led astray by wealth, wine, or sex. That shows he is aiming high.”

Fan Tseng urged Hsiang to kill his rival before it was too late. He told the general to invite the wily peasant to a banquet at their camp outside Hsien-yang, and, in the midst of a celebratory sword dance, to have his head cut off. The invitation was sent; Liu fell for the trap, and came to the banquet. But Hsiang hesitated in ordering the sword dance, and by the time he gave the signal, Liu had sensed a trap, and managed to escape. “Bah!” cried Fan Tseng in disgust, seeing that Hsiang had botched the plot. “One cannot plan with a simpleton. Liu Pang will steal your empire yet and make us all his prisoners.”

Realizing his mistake, Hsiang hurriedly marched on Hsien-yang, this time determined to hack off his rival’s head. Liu was never one to fight when the odds were against him, and he abandoned the city. Hsiang captured Hsien-yang, murdered the young prince of Ch’in, and burned the city to the ground. Liu was now Hsiang’s bitter enemy, and he pursued him for many months, finally cornering him in a walled city. Lacking food, his army in disarray, Liu sued for peace.

Again Fan Tseng warned Hsiang, “Crush him now! If you let him go again, you will be sorry later.” But Hsiang decided to be merciful. He wanted to bring Liu back to Ch’u alive, and to force his former friend to acknowledge him as master. But Fan proved right: Liu managed to use the negotiations for his surrender as a distraction, and he escaped with a small army. Hsiang, amazed that he had yet again let his rival slip away, once more set out after Liu, this time with such ferocity that he seemed to have lost his mind. At one point, having captured Liu’s father in battle, Hsiang stood the old man up during the fighting and yelled to Liu across the line of troops, “Surrender now, or I shall boil your father alive!” Liu calmly answered, “But we are sworn brothers. So my father is your father also. If you insist on boiling your own father, send me a bowl of the soup!” Hsiang backed down, and the struggle continued.

A few weeks later, in the thick of the hunt, Hsiang scattered his forces unwisely, and in a surprise attack Liu was able to surround his main garrison. For the first time the tables were turned. Now it was Hsiang who sued for peace. Liu’s top adviser urged him to destroy Hsiang, crush his

army, show no mercy. “To let him go would be like rearing a tiger—it will devour you later,” the adviser said. Liu agreed.

Making a false treaty, he lured Hsiang into relaxing his defense, then slaughtered almost all of his army. Hsiang managed to escape. Alone and on foot, knowing that Liu had put a bounty on his head, he came upon a small group of his own retreating soldiers, and cried out, “I hear Liu Pang has offered one thousand pieces of gold and a fief of ten thousand families for my head. Let me do you a favor.” Then he slit his own throat and died.

Interpretation

Hsiang Yu had proven his ruthlessness on many an occasion. He rarely hesitated in doing away with a rival if it served his purposes. But with Liu Pang he acted differently. He respected his rival, and did not want to defeat him through deception; he wanted to prove his superiority on the battlefield, even to force the clever Liu to surrender and to serve him. Every time he had his rival in his hands, something made him hesitate—a fatal sympathy with or respect for the man who, after all, had once been a friend and comrade in arms. But the moment Hsiang made it clear that he intended to do away with Liu, yet failed to accomplish it, he sealed his own doom. Liu would not suffer the same hesitation once the tables were turned.

This is the fate that faces all of us when we sympathize with our enemies, when pity, or the hope of reconciliation, makes us pull back from doing away with them. We only strengthen their fear and hatred of us. We have beaten them, and they are humiliated; yet we nurture these resentful vipers who will one day kill us. Power cannot be dealt with this way. It must be exterminated, crushed, and denied the chance to return to haunt us. This is all the truer with a former friend who has become an enemy. The law governing fatal antagonisms reads: Reconciliation is out of the question. Only one side can win, and it must win totally.

Liu Pang learned this lesson well. After defeating Hsiang Yu, this son of a farmer went on to become supreme commander of the armies of Ch'u. Crushing his next rival—the king of Ch'u, his own former leader—he crowned himself emperor, defeated everyone in his path, and went down in history as one of the greatest rulers of China, the immortal Han Kao-tsu, founder of the Han Dynasty.

To have ultimate victory, you must be ruthless.

NAPOLEON BONAPARTE, 1769-1821

Those who seek to achieve things should show no mercy.

Kautilya, Indian philosopher third century B.C.

OBSERVANCE OF THE LAW

Wu Chao, born in A.D. 625, was the daughter of a duke, and as a beautiful young woman of many charms, she was accordingly attached to the harem of Emperor T'ai Tsung.

The imperial harem was a dangerous place, full of young concubines vying to become the emperor's favorite. Wu's beauty and forceful character quickly won her this battle, but, knowing that an emperor, like other powerful men, is a creature of whim, and that she could easily be replaced, she kept her eye on the future.

Wu managed to seduce the emperor's dissolute son, Kao Tsung, on the only possible occasion when she could find him alone: while he was relieving himself at the royal urinal. Even so, when the emperor died and Kao Tsung took over the throne, she still suffered the fate to which all wives and concubines of a deceased emperor were bound by tradition and law: Her head shaven, she entered a convent, for what was supposed to be the rest of her life. For seven years Wu schemed to escape. By communicating in secret with the new emperor, and by befriending his wife, the empress, she managed to get a highly unusual royal edict allowing her to return to the palace and to the royal harem. Once there, she fawned on the empress, while still sleeping with the emperor. The empress did not discourage this—she had yet to provide the emperor with an heir, her position was vulnerable, and Wu was a valuable ally.

In 654 Wu Chao gave birth to a child. One day the empress came to visit, and as soon as she had left, Wu smothered the newborn—her own baby. When the murder was discovered, suspicion immediately fell on the empress, who had been on the scene moments earlier, and whose jealous nature was known by all. This was precisely Wu's plan. Shortly thereafter, the empress was charged with murder and executed. Wu Chao was crowned empress in her place. Her new husband, addicted to his life of pleasure, gladly gave up the reins of government to Wu Chao, who was from then on known as Empress Wu.

Although now in a position of great power, Wu hardly felt secure. There were enemies everywhere; she could not let down her guard for one

moment. Indeed, when she was forty-one, she began to fear that her beautiful young niece was becoming the emperor's favorite. She poisoned the woman with a clay mixed into her food. In 675 her own son, touted as the heir apparent, was poisoned as well. The next-eldest son—illegitimate, but now the crown prince—was exiled a little later on trumped-up charges. And when the emperor died, in 683, Wu managed to have the son after that declared unfit for the throne. All this meant that it was her youngest, most ineffectual son who finally became emperor. In this way she continued to rule.

Over the next five years there were innumerable palace coups. All of them failed, and all of the conspirators were executed. By 688 there was no one left to challenge Wu. She proclaimed herself a divine descendant of Buddha, and in 690 her wishes were finally granted: She was named Holy and Divine “Emperor” of China.

Wu became emperor because there was literally nobody left from the previous T'ang dynasty. And so she ruled unchallenged, for over a decade of relative peace. In 705, at the age of eighty, she was forced to abdicate.

Interpretation

All who knew Empress Wu remarked on her energy and intelligence. At the time, there was no glory available for an ambitious woman beyond a few years in the imperial harem, then a lifetime walled up in a convent. In Wu's gradual but remarkable rise to the top, she was never naive. She knew that any hesitation, any momentary weakness, would spell her end. If, every time she got rid of a rival a new one appeared, the solution was simple: She had to crush them all or be killed herself. Other emperors before her had followed the same path to the top, but Wu—who, as a woman, had next to no chance to gain power—had to be more ruthless still.

Empress Wu's forty-year reign was one of the longest in Chinese history. Although the story of her bloody rise to power is well known, in China she is considered one of the period's most able and effective rulers.

A priest asked the dying Spanish statesman and general Ramón María Narváez.

(1800-1868), "Does your Excellency forgive all your enemies ? "I do not have to forgive my enemies," answered Narváez, "I have had them all shot."

KEYS TO POWER

It is no accident that the two stories illustrating this law come from China: Chinese history abounds with examples of enemies who were left alive and returned to haunt the lenient. “Crush the enemy” is a key strategic tenet of Sun-tzu, the fourth-century-B.C. author of *The Art of War*. The idea is simple: Your enemies wish you ill. There is nothing they want more than to eliminate you. If, in your struggles with them, you stop halfway or even three quarters of the way, out of mercy or hope of reconciliation, you only make them more determined, more embittered, and they will someday take revenge. They may act friendly for the time being, but this is only because you have defeated them. They have no choice but to bide their time.

The solution: Have no mercy. Crush your enemies as totally as they would crush you. Ultimately the only peace and security you can hope for from your enemies is their disappearance.

Mao Tse-tung, a devoted reader of Sun-tzu and of Chinese history generally, knew the importance of this law. In 1934 the Communist leader and some 75,000 poorly equipped soldiers fled into the desolate mountains of western China to escape Chiang Kai-shek’s much larger army, in what has since been called the Long March.

Chiang was determined to eliminate every last Communist, and by a few years later Mao had less than 10,000 soldiers left. By 1937, in fact, when China was invaded by Japan, Chiang calculated that the Communists were no longer a threat. He chose to give up the chase and concentrate on the Japanese. Ten years later the Communists had recovered enough to rout Chiang’s army. Chiang had forgotten the ancient wisdom of crushing the enemy; Mao had not. Chiang was pursued until he and his entire army fled to the island of Taiwan. Nothing remains of his regime in mainland China to this day.

The wisdom behind “crushing the enemy” is as ancient as the Bible: Its first practitioner may have been Moses, who learned it from God Himself, when He parted the Red Sea for the Jews, then let the water flow back over the pursuing Egyptians so that “not so much as one of them remained.” When Moses returned from Mount Sinai with the Ten Commandments and

found his people worshipping the Golden Calf, he had every last offender slaughtered. And just before he died, he told his followers, finally about to enter the Promised Land, that when they had defeated the tribes of Canaan they should “utterly destroy them... make no covenant with them, and show no mercy to them.”

The goal of total victory is an axiom of modern warfare, and was codified as such by Carl von Clausewitz, the premier philosopher of war. Analyzing the campaigns of Napoleon, von Clausewitz wrote, “We do claim that direct annihilation of the enemy’s forces must always be the *dominant consideration*.... Once a major victory is achieved there must be no talk of rest, of breathing space... but only of the pursuit, going for the enemy again, seizing his capital, attacking his reserves and anything else that might give his country aid and comfort.” The reason for this is that after war come negotiation and the division of territory. If you have only won a partial victory, you will inevitably lose in negotiation what you have gained by war.

The solution is simple: Allow your enemies no options. Annihilate them and their territory is yours to carve. The goal of power is to control your enemies completely, to make them obey your will. You cannot afford to go halfway. If they have no options, they will be forced to do your bidding. This law has applications far beyond the battlefield. Negotiation is the insidious viper that will eat away at your victory, so give your enemies nothing to negotiate, no hope, no room to maneuver. They are crushed and that is that.

Realize this: In your struggle for power you will stir up rivalries and create enemies. There will be people you cannot win over, who will remain your enemies no matter what. But whatever wound you inflicted on them, deliberately or not, do not take their hatred personally. Just recognize that there is no possibility of peace between you, especially as long as you stay in power. If you let them stick around, they will seek revenge, as certainly as night follows day. To wait for them to show their cards is just silly; as Empress Wu understood, by then it will be too late.

Be realistic: With an enemy like this around, you will never be secure. Remember the lessons of history, and the wisdom of Moses and Mao: Never go halfway.

It is not, of course, a question of murder, it is a question of banishment. Sufficiently weakened and then exiled from your court forever, your