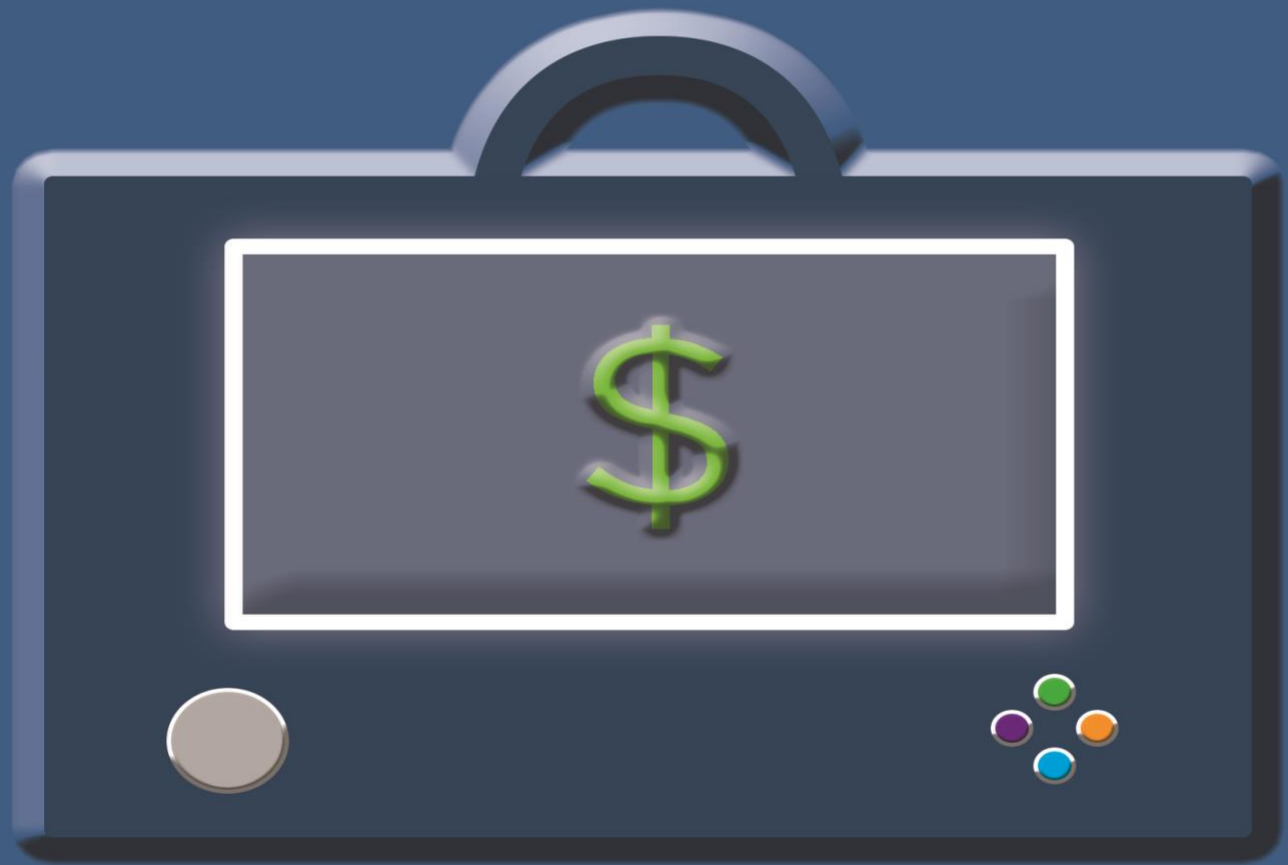


GAME *of* BUSINESS



Transformed from Sun Zi's
ART OF WAR

Game of Business

Transformed from
Sun Zi's
Art of War

This book is dedicated to everyone who bought it.

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Introduction

If your goal is to start an excellent business or significantly increase profit, you need wise mentors. With *Game of Business*, you can immediately benefit from the mentorship of the most experienced strategist.

Mentors help you understand the importance of learning, because if you want to learn, it is fun; if it is fun, you will do an ample amount of it; and if you do a sufficient amount of it correctly, you will master it.

Game of Business transforms the principles in *Sun Zi's Art of War* from military strategy to business strategy, so that *the Art of War's* framework to master basic strategy for military can be used to master basic strategy for business. To make the mastery of basic, business strategy a fun and useful experience, each set of principles in *Game of Business* forms a unique, business strategy skill.

Example Skill (Chapter 13: Using Intelligence)—Use foreknowledge to achieve extraordinary success: No relationships are more intimate than those with discoverers of useful information. No rewards should be more generous than those for discovering useful information. Hence, enlightened mentors and wise leaders use the highest intelligence for investigation, and thereby achieve great results (see Chapter 13; Principles 5, 10, 11, and 24).

The knowledge and reasoning of *the Art of War* show an ability to consciously combine mastery of military strategy with creative imagination, making an "art" out of war. After strategizing his way to victory and securing his people's safety, Art of War's author, Sun Zi, had the time, freedom, and energy to present his discoveries. He learned that to persevere and overcome in your struggles is not Supreme Excellence; Supreme Excellence consists of achieving success without struggling. If your ultimate goal is to balance your time, freedom, and energy, applying the principles in *Game of Business* will help you achieve Supreme Excellence.

1. Planning | Planning

There are Five Factors governing the art of war.

There are Seven Considerations to forecast victory or defeat.

In addition to profiting from my suggestions, use any helpful circumstances beyond the ordinary rules.

Warfare is based on deception.

Attack the enemy when they are unprepared; emerge where you are not expected.

You are more likely to win if you plan.

There are Five Factors governing the Game of Business.

There are Seven Considerations to forecast success or failure.

In addition to profiting from my suggestions, use any helpful circumstances beyond the ordinary rules.

Business is based on clever resourcefulness.

Pursue customers when they are adaptable; emerge where you are not expected.

You are more likely to succeed if you plan.

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| 1. | Sun Zi said: The art of war is of vital importance to the State; it is a matter of life and death; it is a road to safety or ruin. Hence it must be investigated. | Sun Zi said: The Game of Business is of vital importance to the Company; it is a matter of success and failure; it is a road to safety or ruin. Hence it must be investigated. |
| 2. | The art of war, then, is governed by <u>Five Factors</u> ; these are to be taken into account in one's deliberations, when seeking to determine the conditions existing in the field: Moral Influence, Nature, Terrain, Leadership, and Method.— | The Game of Business, then, is governed by <u>Five Factors</u> ; these are to be taken into account in one's deliberations, when seeking to determine the conditions existing in the field: <i>Moral Influence, Nature, Domain, Leadership, and Method.</i> — |
| 2.1. | <i>Moral Influence</i> causes the people to be in complete accord with their ruler; thus, the people will be prepared to live and die, unafraid of danger. | <i>Moral Influence</i> causes associates to be in complete accord with you; thus, associates will be prepared to succeed and fail, unafraid of danger. |

2.2.	<i>Nature</i> signifies entities that operate without purpose, like night and day, cold and heat, times and seasons.	<i>Nature</i> signifies entities that operate without purpose, like night and day, cold and heat, times and seasons.
2.3.	<i>Terrain</i> comprises—	<i>Domain</i> comprises—
2.3.1.	Distances, great and small;	Distances, great and small;
2.3.2.	Danger and security;	Danger and security;
2.3.3.	Accessible and Constricted battlegrounds; and	Accessible and Constricted situations; and
2.3.4.	Chances of life and death.	Chances of success and failure.
2.4.	<i>Leadership</i> represents the virtues of—	<i>Leadership</i> represents the virtues of—
2.4.1.	Wisdom,	Wisdom,
2.4.2.	Sincerity,	Sincerity,
2.4.3.	Benevolence,	Benevolence,
2.4.4.	Courage, and	Courage, and

2.4.5.	Discipline.	Discipline.
2.5.	<i>Method</i> can be understood by—	<i>Method</i> can be understood by—
2.5.1.	Organizational control,	Organizational control,
2.5.2.	Leadership systems,	Leadership systems,
2.5.3.	Creation and maintenance of paths by which resources may reach the army, and	Creation and maintenance of paths by which resources may reach the company, and
2.5.4.	Controlled use of resources.	Controlled use of resources.
3.	The Five Factors governing the art of war ([2.1, 2.5]) should be familiar to all generals; they who know them will be victorious; they who do not know them will be defeated.	The Five Factors governing the Game of Business ([2.1, 2.5]) should be familiar to all leaders; they who know them will succeed; they who do not know them will fail.

4.	Therefore, in your deliberations, evaluate the <u>Seven Considerations</u> to determine the military conditions.—	Therefore, in your deliberations, evaluate the <u>Seven Considerations</u> to determine the business conditions.—
4.1.	Does your ruler have Moral Influence?	Do your mentors have Moral Influence?
4.2.	Does your general have ability?	Do your leaders have ability?
4.3.	Are advantages of Nature and Terrain harmonized?	Are advantages of Nature and Domain harmonized?
4.4.	Is discipline rigorously enforced?	Is discipline rigorously enforced?
4.5.	Is your army strong?	Is your company strong?
4.6.	Are officers and troops highly trained?	Are associates and candidates highly trained?
4.7.	Are rewards and punishments consistent?	Are rewards and punishments consistent?

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| 5. | By means of these Seven Considerations I can forecast victory or defeat. | By means of these Seven Considerations I can forecast success or failure. |
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| 6. | The general who listens to my suggestions and acts on them, will be victorious; keep such a general in control. The general who does not listen to my suggestions nor acts on them, will be defeated; dismiss such a general. | The leader who listens to my suggestions and acts on them, will succeed; keep such a leader in control. The leader who does not listen to my suggestions nor acts on them, will fail; dismiss such a leader. |
| 7. | In addition to profiting from my suggestions, use any helpful circumstances beyond the ordinary rules. | In addition to profiting from my suggestions, use any helpful circumstances beyond the ordinary rules. |
| 8. | In accordance with favorable circumstances, one should modify one's plans. | In accordance with favorable circumstances, one should modify one's plans. |
| 9. | Warfare is based on deception.— | Business is based on clever resourcefulness.— |
| 9.1. | The following strategies depend on your condition (Table A1): | The following strategies depend on your condition (Table A1): |

9.1.1.	If you are capable, seem incapable;	If you are capable, help associates who are incapable;
9.1.2.	If you are able to advance, seem unable to do so;	If you are able to advance, help associates who are unable to do so;
9.1.3.	If you are near your goal, seem far from your goal; and	If you are near your goal, help associates who are far from their goals; and
9.1.4.	If you are far from your goal, seem near your goal.	If you are far from your goal, request help from associates who are near their goals.

10.	The following strategies depend on disadvantages of the enemy (Table A2):	The following strategies depend on disadvantages of associates (Table A2):
10.1.	If the enemy is greedy, hold out baits to entice them;	If associates are discouraged, encourage them;

10.2.	If the enemy is disordered, capture them;	If associates are disordered, organize them;
10.3.	If the enemy is irritable, irritate them; and	If associates are irritable, calm them; and
10.4.	If the enemy is underestimating you, encourage their arrogance.	If associates are underestimating you, earn their confidence.
11.	The following strategies depend on advantages of the enemy (Table A3):	The following strategies depend on advantages of associates (Table A3):
11.1.	If the enemy is poised, be prepared for them;	If associates are poised, be prepared for them;
11.2.	If the enemy is strong, avoid them;	If associates are strong, keep them;
11.3.	If the enemy is relaxed, tire them; and	If associates are relaxed, excite them; and
11.4.	If the enemy is united, separate them.	If associates are united, do not separate them.

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| 12. | Attack the enemy when they are unprepared; emerge where you are not expected. | Pursue customers when they are adaptable; emerge where you are not expected. |
| 13. | These military strategies ([7, 12]), leading to victory, cannot be decided nor divulged prematurely. | These business strategies ([7, 12]), leading to success, cannot be decided nor divulged prematurely. |

14.

Now the generals who win battles make thorough plans in their sanctuaries before the battles begin. The generals who lose battles make but partial plans. Thus do thorough plans lead to victory, and partial plans to defeat; you are more likely to be defeated if you do not plan! It is by attention to this point that I can foresee who is likely to win or lose.

Now the leaders who overcome challenges make thorough plans in their sanctuaries before the challenges begin. The leaders who yield to challenges make but partial plans. Thus do thorough plans lead to success, and partial plans to failure; you are more likely to fail if you do not plan! It is by attention to this point that I can foresee who is likely to succeed or fail.

2. Waging War | Conducting Business

The cost of developing an army of many people will reach a significant total each day.

Be thoroughly acquainted with the dangers of wars, so you can thoroughly understand the profitable ways of waging them.

Get food from the enemy.

Use the enemy to augment your strength.

Let your great object be victory, not lengthy operations.

The cost of developing a company of many people will reach a significant total each day.

Be thoroughly acquainted with the dangers of businesses, so you can thoroughly understand the profitable ways of conducting them.

Learn from customers.

Use customers to augment your strength.

Let your great object be success, not lengthy operations.

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| 1. | Sun Zi said: In the operations of war, to develop an army of many people, the following are general rules: | Sun Zi said: In the operations of business, to develop a company of many people, the following are general rules: |
| 1.1. | We will need many— | We will need many— |
| 1.1.1. | Chariots, | Offices, |
| 1.1.2. | Wagons, | Workshops, |
| 1.1.3. | Soldiers, and | Associates, and |
| 1.1.4. | Supplies; | Supplies; |
| 1.2. | The internal and external expenses include— | The internal and external expenses include— |
| 1.2.1. | Entertainment, | Marketing, |
| 1.2.2. | Transportation, | Transportation, |
| 1.2.3. | Security, | Security, |
| 1.2.4. | Maintenance, and | Maintenance, and |
| 1.2.5. | Miscellaneous. | Miscellaneous. |

2.

Thus, the cost of
developing an army of
many people will reach a
significant total each day.

Thus, the cost of
developing a company of
many people will reach a
significant total each day.

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| 3. | When you engage in actual fighting, if victory is long in coming, then the troops' weapons will grow dull and their ardor will be damped. If you besiege a city, you will exhaust your strength. | When you engage in actual struggling, if success is long in coming, then associates' minds will grow dull and their ardor will be damped. If you focus solely on acquiring unadaptable customers, you will exhaust your strength. |
| 4. | Again, if the campaign is prolonged, the resources of the State will not be equal to the strain. | Again, if the operation is prolonged, the resources of the company will not be equal to the strain. |
| 5. | Now, when your weapons are dulled, your ardor damped, your strength exhausted and your funds spent, neighboring warlords will spring up to use your extremity. Then no person, however wise, will be able to avert the consequences that must ensue. | Now, when your minds are dulled, your ardor damped, your strength exhausted and your funds spent, neighboring companies will spring up to use your extremity. Then no person, however wise, will be able to avert the consequences that must ensue. |

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| 6. | Thus, though we have heard that haste in war causes mistakes, cleverness has never been associated with long delays. | Thus, though we have heard that haste in business causes mistakes, cleverness has never been associated with long delays. |
| 7. | There is no instance of a nation having benefited from prolonged warfare. | There is no instance of a company having benefited from prolonged competition. |

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| 8. | It is only one who is thoroughly acquainted with the dangers of wars who can thoroughly understand the profitable ways of waging them. | It is only one who is thoroughly acquainted with the dangers of businesses who can thoroughly understand the profitable ways of conducting them. |
| 9. | Skillful warriors do not conscript a soldier a second time, nor are their supplies refilled. | Skillful businesspeople do not recruit a person a second time, nor are their supplies refilled. |
| 10. | Bring your military equipment from home, and get food from the enemy. Thus the army will have food enough for its needs. | Bring your business knowledge, and learn from customers. Thus the company will have skill enough for its needs. |
| 11. | Poverty of the State may occur if all its supplies are transported long distances. Transporting supplies to an army over long distances causes the contributors to be impoverished and unmotivated. | Poverty of the company may occur if all its supplies are transported long distances. Transporting supplies to a company over long distances causes the contributors to be impoverished and unmotivated. |

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| 12. | The proximity of an army causes prices to go up, and high prices cause contributors' wealth to be drained away. | The proximity of a company causes prices to go up, and high prices cause contributors' wealth to be drained away. |
| 13. | When contributors' wealth is drained away, they will be afflicted by heavy exactions. | When contributors' wealth is drained away, their associates will be afflicted by heavy exactions. |
| 14. | With this loss of wealth and exhaustion of strength, the homes of the people will be emptied of supplies, and a significant fraction of their income will be dissipated. | With this loss of wealth and exhaustion of strength, the homes of the associates will be emptied of supplies, and a significant fraction of their income will be dissipated. |

15.	A significant portion of the army's total resources will amount from the following losses:	A significant portion of the company's total resources will amount from the following losses:
15.1.	Chariots,	Transportation,
15.2.	Horses,	Fuel,
15.3.	Armor,	Furnishings (e.g. chairs, desks, etc.),
15.4.	Spears,	Office supplies and signs,
15.5.	Bows and arrows,	Computers and software,
15.6.	Shields, and	Protective equipment, and
15.7.	Heavy wagons.	Storage.

16.

Hence, a wise general makes a point of commandeering food from the enemy. One cartload of food from the enemy is equivalent to twenty of one's own; likewise, one picul of their fodder is equivalent to twenty from one's own supply.

Hence, a wise leader makes a point of learning from customers. Learning from one customer's discovery is equivalent to producing twenty of one's own; likewise, using one of their resources is equivalent to using twenty from one's own supply.

17.	For the army to win, the troops must be inspired; that there may be advantage from the army winning, they must have their rewards.	For the company to succeed, the associates must be inspired; that there may be advantage from the company succeeding, they must have their rewards.
18.	Therefore, when a person captures a chariot—	Therefore, when an associate learns from a customer—
18.1.	Reward the person who captured the chariot,	Reward the associate who learned from the customer,
18.2.	Your army's banner should be substituted for that of the enemy,	Your company's characteristics should be substituted for those of the customer,
18.3.	Chariots captured from the enemy should be used in conjunction with those of your army, and	Discoveries learned from the customer should be used in conjunction with those of your company, and

18.4.	Soldiers captured from the enemy should be kindly treated and kept.	Knowledge gained from the customer should be thoroughly researched and integrated.
19.	This is called using the enemy to augment one's own strength.	This is called using customers to augment one's own strength.
20.	In war, then, let your great object be victory, not lengthy operations.	In business, then, let your great object be success, not lengthy operations.
21.	Thus it may be known that the general of armies is the arbiter of the people's fates, and the person on whom it depends whether the army shall be in peace or in peril.	Thus it may be known that the leader of companies is the arbiter of the associates' fates, and the person on whom it depends whether the company shall be in peace or in peril.

3. Attacking Strategically | Progressing Strategically

The best strategy of all is to remain intact rather than allowing damage.

Use strategies dependent on the ratio of the number of troops of your army to that of the enemy to prevent your army from being overtaken by a larger one.

Generals can bring misfortune on their armies by hobbling them, causing restlessness in their officers' and troops' minds, and shaking their officers' and troops' confidence.

Victory lies in the knowledge of the Five Predictors of Victory.

The best strategy of all is to remain intact rather than allowing damage.

Use strategies dependent on the ratio of the number of associates of your company to that of opponents to prevent your company from being overtaken by a larger one.

Leaders can bring misfortune on their companies by hobbling them, causing restlessness in their associates' minds, and shaking their associates' confidence.

Success lies in the knowledge of the Five Predictors of Success.

If you know the enemy and know yourself, you need not fear the result of a hundred battles.

If you know your customers and know yourself, you need not fear the result of a hundred challenges.

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| 1. | Sun Zi said: In the practical art of war, the best strategy of all is to remain intact rather than allowing damage. This applies to— | Sun Zi said: In the practical Game of Business, the best strategy of all is to remain intact rather than allowing damage. This applies to— |
| 1.1. | Nations, | Companies, |
| 1.2. | Divisions, | Departments, |
| 1.3. | Battalions, | Large teams, |
| 1.4. | Companies, and | Typical teams, and |
| 1.5. | Squadrons. | Small teams. |
| 2. | Hence, to fight and win in all your battles is not Supreme Excellence; Supreme Excellence consists of achieving victory without battling. | Hence, to persevere and overcome in all your struggles is not Supreme Excellence; Supreme Excellence consists of achieving positive results without struggling. |

3.	Thus, the following are the forms of generalship:	Thus, the following are the forms of leadership:
3.1.	Best is to affect the enemy's plans,	Best is to affect associates' plans,
3.2.	Second best is to prevent enemy alliances,	Second best is to facilitate the junction of associates,
3.3.	Third is to attack the enemy's army, and	Third is to challenge associates in the field, and
3.4.	Worst is to besiege a fortified city.—	Worst is to focus solely on acquiring unadaptable customers.—
3.4.1.	The rule is not to besiege a fortified city, if it can be avoided.	The rule is not to focus solely on acquiring unadaptable customers, if it can be avoided.

3.4.2.	Preparing to besiege fortified cities will take much time, and building ramps will take much more time.	Preparing to acquire unadaptable customers will take much time, and increasing support, to overcome barriers, will take much more time.
3.4.3.	If generals, unable to control their irritations, launch their troops to the assault like swarming ants, many of their troops will be exhausted, and the city will not be conquered. Such are the disastrous effects of besieging a fortified city.	If leaders, unable to control their irritations, launch their associates to the assault like swarming ants, many of their associates will be exhausted, and customers will not be acquired. Such are the disastrous effects of focusing solely on acquiring unadaptable customers.

4.	Therefore, skillful generals—	Therefore, skillful leaders—
4.1.	Subdue the enemy, without any battling;	Instruct associates, without any struggling;
4.2.	Conquer cities, without besieging them;	Gain customers, without focusing solely on acquiring them;
4.3.	Capture enemy soldiers, without lengthy campaigns; and	Acquire customers, without lengthy operations in the field; and
4.4.	Contend for supremacy, with their armies intact.	Pursue mastery, with their companies intact.
5.	Thus, without losing troops, skillful generals' victories will be complete. This is the art of strategic attacks.	Thus, without losing associates, skillful leaders' successes will be complete. This is the game of strategic operations.

6.	The following strategies depend on the ratio of the number of troops of your army to that of the enemy (Table A4):	The following strategies depend on the ratio of the number of associates of your company to that of opponents (Table A4):
6.1.	If your army is ten to the enemy's one, surround them;	If your company is ten to opponents' one, surround them;
6.2.	If your army is five to the enemy's one, attack them;	If your company is five to opponents' one, challenge them;
6.3.	If your army is two to the enemy's one, separate them;	If your company is two to opponents' one, separate them;
6.4.	If your army is equally balanced, you can engage the enemy;	If your company is equally balanced, you can engage opponents;
6.5.	If your army is slightly inferior in numbers, you can avoid the enemy; and	If your company is slightly inferior in numbers, you can avoid opponents; and

6.6.	If your army is quite unequal to the enemy in every way, you can flee from the enemy.	If your company is quite unequal to opponents in every way, you can flee from opponents.
7.	Hence, though an obstinate effort may be made by a small army, in the end it will be overtaken by the larger army.	Hence, though an obstinate effort may be made by a small company, in the end it will be overtaken by the larger company.

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| 8. | Now the general is the support of the army; if the support is complete at all points, the army will be strong; if the support is defective, the army will be weak. | Now the leader is the support of the company; if the support is complete at all points, the company will be strong; if the support is defective, the company will be weak. |
| 9. | Generals can bring misfortune on their armies by— | Leaders can bring misfortune on their companies by— |
| 9.1. | Instructing the army to advance or retreat, being ignorant of the fact that it cannot obey— hobbling the army; | Instructing the company to advance or retreat, being ignorant of the fact that it cannot obey— hobbling the company; |

9.2.	Attempting to govern armies in the same way as they administer territories, being ignorant of the conditions that exist in an army—causing restlessness in the officers' and troops' minds; and	Attempting to govern companies in the same way as they administer territories, being ignorant of the conditions that exist in a company—causing restlessness in the associates' minds; and
9.3.	Hiring the officers of their armies without discrimination, through ignorance of the military principle of adaptation to circumstances—shaking the officers' and troops' confidence.	Hiring the associates of their companies without discrimination, through ignorance of the business principle of adaptation to circumstances—shaking the associates' confidence.

10.

When the people in the army are restless and distrustful, trouble is sure to come from the enemy. This is simply bringing anarchy into the army, and flinging victory away.

When the people in the company are restless and distrustful, trouble is sure to come from opponents. This is simply bringing anarchy into the company, and flinging success away.

11.	Thus, we may know there are <u>Five Predictors of Victory</u> :	Thus, we may know there are <u>Five Predictors of Success</u> :
11.1.	Knowing when to fight and when not to fight;	Knowing when to compete and when not to compete;
11.2.	Knowing how to handle both large and small forces;	Knowing how to handle both superior and inferior companies;
11.3.	Animating armies by the same spirit throughout all their ranks;	Animating companies by the same spirit throughout all their ranks;
11.4.	Prepared themselves, waiting to conquer unprepared enemies; and	Prepared themselves, waiting to acquire adaptable customers; and
11.5.	Being capable and not interfered with by rulers.	Being capable and not interfered with by mentors.
12.	Victory lies in the knowledge of the Five Predictors of Victory.	Success lies in the knowledge of the Five Predictors of Success.

13.	Hence the saying—	Hence the saying—
13.1.	“If you know the enemy and know yourself, you need not fear the result of a hundred battles;	“If you know your customers and know yourself, you need not fear the result of a hundred challenges;
13.2.	“If you know yourself but not the enemy, for every victory won you will also suffer a defeat;	“If you know yourself but not your customers, for every success gained you will also suffer a failure;
13.3.	“If you know neither the enemy nor yourself, you will be defeated in every battle.”	“If you know neither your customers nor yourself, you will succumb in every challenge.”

4. Making Tactical Arrangements | Making Tactical Arrangements

*One may know how to win
without being able to do it.*

*Victories of clever warriors bring
them neither reputation for
wisdom nor credit for courage,
because they excel in winning
with ease.*

*In respect of Method, we have
Measurement, Estimation of
Quantity, Calculation, Balancing
of Chances, and Victory.*

*One may know how to succeed
without being able to do it.*

*Successes of clever
businesspeople bring them
neither reputation for wisdom nor
credit for courage, because they
excel at succeeding with ease.*

*In respect of Method, we have
Measurement, Estimation of
Quantity, Calculation, Balancing
of Chances, and Success.*

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| 1. | Sun Zi said: The good warriors of old first put themselves beyond the possibility of defeat, and then waited for an opportunity of defeating the enemy. | Sun Zi said: The good businesspeople of old first put themselves beyond the possibility of failure, and then waited for an opportunity of acquiring customers. |
| 2. | To secure ourselves against defeat lies in our own hands, but the opportunity to defeat the enemy is provided by the enemy themselves. | To secure ourselves against failure lies in our own hands, but the opportunity to acquire customers is provided by customers themselves. |
| 3. | Thus, good warriors are able to secure themselves against defeat, but cannot make certain of defeating the enemy. | Thus, good businesspeople are able to secure themselves against failure, but cannot make certain of acquiring customers. |
| 4. | Hence the saying, "One may know how to win without being able to do it." | Hence the saying, "One may know how to succeed without being able to do it." |

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| 5. | Security against defeat requires defensive tactics; ability to defeat the enemy requires offensive tactics. | Security against failure implies defensive tactics; ability to acquire customers means incentivizing others. |
| 6. | Standing on the defensive indicates insufficient strength; advancing, a superabundance of strength. | Standing on the defensive indicates insufficient strength; advancing, a superabundance of strength. |
| 7. | The generals who are skilled in defense hide in the most secret recesses of the earth; they who are skilled in offense use the least predictable tactics. Thus, not only can they protect themselves, but they can also achieve complete victory. | The leaders who are skilled in defense hide in the most secret recesses of the earth; they who are skilled in advancement use the least predictable tactics. Thus, not only can they protect themselves, but they can also achieve complete success. |
| 8. | To predict victory that an average person could predict is not the acme of excellence. | To predict success that an average person could predict is not the acme of excellence. |

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| 9. | Neither is it the acme of excellence if, after you fight and win, everyone says, “Well done!” | Neither is it the acme of excellence if, after you persevere and succeed, everyone says, “Well done!” |
| 10. | To lift a thin hair is no sign of great strength; to see the sun and moon is no sign of keen sight; to hear the noise of thunder is no sign of keen hearing. | To lift a thin hair is no sign of great strength; to see the sun and moon is no sign of keen sight; to hear the noise of thunder is no sign of keen hearing. |
| 11. | What the wise call a clever warrior is one who not only wins, but excels in winning with ease. | What the wise call a clever businessperson is one who not only succeeds, but excels in succeeding with ease. |
| 12. | Hence, the victories of clever warriors bring them neither reputation for wisdom nor credit for courage. | Hence, the successes of clever businesspeople bring them neither reputation for wisdom nor credit for courage. |

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| 13. | Clever warriors make no mistakes, because they use strategies that maximize the likelihood of success; they defeat their enemies, because they only fight enemies they know they can defeat. | Clever businesspeople make no mistakes, because they use strategies that maximize the likelihood of success; they accomplish their goals, because they only attempt what they know they can achieve. |
| 14. | Hence, skillful warriors put themselves into positions that make defeat impossible, and do not miss the opportunities for defeating the enemy. | Hence, skillful businesspeople put themselves into positions that make failure impossible, and do not miss the opportunities for the company to succeed. |
| 15. | Thus it is that in war the successful strategists only attack after the methods of victory have been determined, whereas they who are destined to defeat first attack and afterwards determine the methods of victory. | Thus it is that in business the successful strategists only advance after the methods of success have been determined, whereas they who are destined to failure first advance and afterwards determine the methods of success. |

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| 16. | Consummate generals cultivate Moral Influence, and strictly adhere to Method; thus, it is in their power to control victory. | Consummate leaders cultivate Moral Influence, and strictly adhere to Method; thus, it is in their power to control success. |
| 17. | In respect of Method, we have— | In respect of Method, we have— |
| 17.1. | Firstly, Measurement; | Firstly, Measurement; |
| 17.2. | Secondly, Estimation of Quantity; | Secondly, Estimation of Quantity; |
| 17.3. | Thirdly, Calculation; | Thirdly, Calculation; |
| 17.4. | Fourthly, Balancing of Chances; and | Fourthly, Balancing of Chances; and |
| 17.5. | Fifthly, Victory. | Fifthly, Success. |
| 18. | Terrain leads to Measurement; Measurement to Estimation of Quantity; Estimation of Quantity to Calculation; Calculation to Balancing of Chances; and Balancing of Chances to Victory. | Domain leads to Measurement; Measurement to Estimation of Quantity; Estimation of Quantity to Calculation; Calculation to Balancing of Chances; and Balancing of Chances to Success. |

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| 19. | A victorious army opposed to a defeated one, is a prepared army matched against an unprepared one. | A successful company opposed to a failed one, is a prepared company matched against an unprepared one. |
| 20. | The onrush of an advancing army is like the bursting of pent-up waters into a deep chasm. | The onrush of an advancing company is like the bursting of pent-up waters into a deep chasm. |

5. Allocating Energy | Allocating Energy

Control a large army by dividing its numbers, and operate a large army by instituting signs and signals.

The possibilities of combining direct and indirect methods are inexhaustible.

Good warriors will be ardent in their attacks, and precise in their timing and accuracy.

The enemy acts according to appearances of skillful warriors.

The energy developed by good troops is as the momentum of round stones rolled down high mountains.

Control a large company by dividing its numbers, and operate a large company by instituting signs and signals.

The possibilities of combining direct and indirect methods are inexhaustible.

Good businesspeople will be ardent in their pursuits, and precise in their timing and accuracy.

Customers act according to appearances of skillful businesspeople.

The energy developed by good associates is as the momentum of round stones rolled down high mountains.

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| 1. | <p>Sun Zi said: The control of a large army is fundamentally the same as the control of a few people; it is merely a question of dividing their numbers.</p> | <p>Sun Zi said: The control of a large company is fundamentally the same as the control of a few people; it is merely a question of dividing their numbers.</p> |
| 2. | <p>Operating with a large army under your instruction is no different from operating with a small one; it is merely a question of instituting banners and flags.</p> | <p>Operating with a large company under your instruction is no different from operating with a small one; it is merely a question of instituting signs and signals.</p> |

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| 3. | To ensure that your whole army may withstand the brunt of attacks and remain unshaken: This is affected by maneuvers direct and indirect. | To ensure that your whole group may withstand the brunt of challenges and remain unshaken: This is affected by maneuvers direct and indirect. |
| 4. | That the impact of your army may be like a stone smashed against an egg: This is affected by the science of weaknesses and strengths. | That the impact of your company may be like a stone smashed against an egg: This is affected by the science of weaknesses and strengths. |
| 5. | In all battles, direct methods may be used for engaging the enemy, but indirect methods will be needed to secure victory. | In all endeavors, the direct method may be used for joining pursuit, but indirect methods will be needed to secure success. |

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| 6. | Indirect tactics, efficiently applied, are inexhaustible as Nature and Terrain, unending as the flow of rivers and streams; like the sun and moon, they end but to begin anew; like the four seasons, they pass away to return once more. | Indirect tactics, efficiently applied, are inexhaustible as Energy and Domain, unending as the flow of rivers and streams; like the sun and moon, they end but to begin anew; like the four seasons, they pass away to return once more. |
| 7. | There are not more than twelve musical notes, yet the combinations of these twelve give rise to more melodies than can ever be heard. | There are not more than twelve musical notes, yet the combinations of these twelve give rise to more melodies than can ever be heard. |
| 8. | There are not more than three primary colors (yellow, red, and blue), yet in combinations they produce more hues than can ever be seen. | There are not more than three primary colors (yellow, red, and blue), yet in combination they produce more hues than can ever be seen. |

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| 9. | There are not more than five cardinal tastes (sour, acrid, salt, sweet, bitter), yet combinations of them yield more flavors than can ever be tasted. | There are not more than five cardinal tastes (sour, acrid, salt, sweet, bitter), yet combinations of them yield more flavors than can ever be tasted. |
| 10. | In war, there are not more than two methods of operation—the direct and the indirect—yet these two in combinations give rise to an endless series of maneuvers. | In business, there are not more than two methods of operation—the direct and the indirect—yet these two in combination give rise to an endless series of maneuvers. |
| 11. | The direct and indirect lead on to each other in turn. It is like moving in a circle, because you never come to an end. Who can exhaust the possibilities of their combinations? | The direct and indirect lead on to each other in turn. It is like moving in a circle, because you never come to an end. Who can exhaust the possibilities of their combination? |

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| 12. | The unleashing of accumulated energy enables the onrush of a gushing torrent to roll stones along its course. | The unleashing of accumulated energy enables the onrush of a gushing torrent to roll stones along its course. |
| 13. | The control of timing and accuracy enables the swoop of a bird of prey to destroy its target. | The control of timing and accuracy enables the swoop of a bird of prey to destroy its target. |
| 14. | Therefore, good warriors will be ardent in their attacks, and precise in their timing and accuracy. | Therefore, good businesspeople will be ardent in their pursuits, and precise in their timing and accuracy. |
| 15. | Their potential energy is like that of a loaded weapon; their timing and accuracy, like that of the release of the trigger. | Their potential energy is like that of a loaded weapon; their timing and accuracy, like that of the release of the trigger. |

16.

Amid the turmoil and tumult of war, there may be external disorder, but no internal disorder may occur; amid confusion and chaos, the general must maintain control of the soldiers to avert defeat.

Amid the turmoil and tumult of business, there may be external disorder, but no internal disorder may occur; amid confusion and chaos, the leader must maintain control of the associates to avert failure.

17.	They who are skillful at controlling activity maintain simulated appearances (Table A5).—	They who are skillful at controlling activity maintain simulated appearances (Table A5).—
17.1.	If you are superbly organized, simulate disorder.—	If you are superbly organized, simulate disorder.—
17.1.1.	Hiding order beneath the cloak of disorder is simply a question of subdivision.	Hiding order beneath the cloak of disorder is simply a question of subdivision.
17.2.	If you are courageous, simulate fear.—	If you are courageous, simulate fear.—
17.2.1.	Concealing courage under a show of timidity presupposes a fund of potential energy.	Concealing courage under a show of timidity presupposes a fund of potential energy.
17.3.	If you are strong, simulate weakness.—	If you are strong, simulate weakness.—

17.3.1.	Masking strength with weakness is affected by tactical arrangements.	Masking strength with weakness is affected by tactical arrangements.
18.	Thus, the enemy acts according to appearances of skillful warriors.	Thus, customers act according to appearances of skillful businesspeople.
19.	Entice the enemy by offering benefits they certainly want.	Excite customers by offering benefits they certainly want.
20.	After moving the enemy with benefits, capture the enemy with groups of picked troops.	After moving customers with benefits, acquire customers with groups of picked associates.

21.	Clever warriors—	Clever businesspeople—
21.1.	Look to the effect of combined energy and	Look to the effect of combined energy and
21.2.	Do not require too much from individuals.	Do not require too much from individuals.
22.	Hence, they can—	Hence, they can—
22.1.	Choose the right people and	Choose the right people and
22.2.	Use combined energy.	Use combined energy.
23.	When clever warriors use combined energy, their troops become like rolling logs or stones.—	When clever businesspeople use combined energy, their associates become like rolling logs or stones.—
23.1.	They remain quiet when established, as logs and stones remain motionless on level ground.	They remain quiet when established, as logs and stones remain motionless on level ground.

23.2.	They move when in unstable positions, as logs and stones move on slopes.	They move when in unstable positions, as logs and stones move on slopes.
23.3.	They deliberate when challenged, as logs and stones come to standstills when four-cornered.	They deliberate when challenged, as logs and stones come to standstills when four-cornered.
23.4.	They gain momentum with progress, as logs and stones continue to roll when round-shaped.	They gain momentum with progress, as logs and stones continue to roll when round-shaped.
24.	Thus, the energy developed by good troops is as the momentum of round stones rolled down high mountains; this is how clever warriors use combined energy.	Thus, the energy developed by good associates is as the momentum of round stones rolled down high mountains; this is how clever businesspeople use combined energy.

6. Using Weaknesses and Strengths | Using Weaknesses and Strengths

Attack places where the enemy must hasten to defend; advance swiftly to places where you are not expected.

Those generals are skillful in offense whose enemies do not know what to defend; and they are skillful in defense whose enemies do not know what to attack.

Manage the enemy's weaknesses, and move more rapidly than the enemy.

If we wish to fight, the enemy can be compelled to an engagement; if we do not wish to fight, we can prevent the enemy from engaging us.

Create tools and services that customers must hasten to adopt; advance swiftly to places where you are not expected.

Those leaders are skillful in progress whose associates know how to proceed; and they are skillful in defense whose opponents do not know what to pursue.

Manage associates' strengths, and move more rapidly than your customers.

If we wish to contend for superiority, opponents can be compelled to engagements; if we do not wish to contend for superiority, we can prevent opponents from engaging us.

Numerical weakness comes from having to prepare against possible attacks; numerical strength, from compelling the enemy to make these preparations against us.

If we know the place and time of battles, we can plan adequately and be ready to fight.

All people can see the tactics whereby I win, but what none can see is the strategy out of which victory is evolved.

Change is a constant factor.

Numerical weakness comes from having to prepare against possible challenges; numerical strength, from compelling opponents to make these preparations against us.

If we know the place and time of future activities, we can plan adequately and be ready to advance.

All people can see the tactics whereby I succeed, but what none can see is the strategy out of which success is evolved.

Change is a constant factor.

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| 1. | Sun Zi said: Whoever is first in the battlefield, and awaits the coming of the enemy, will be fresh for battle; whoever is second in the battlefield, and must hasten to battle, will arrive exhausted. | Sun Zi said: Whoever is first in the field, and awaits the coming of opponents, will be fresh for challenges; whoever is second in the field, and must hasten to action, will arrive exhausted. |
| 2. | Therefore, clever warriors (Table A6)— | Therefore, clever businesspeople (Table A6)— |
| 2.1. | Overwhelm the enemy, instead of being overwhelmed by them; | Prevent associates from becoming overwhelmed, by establishing relationships with them; |
| 2.2. | Cause the enemy to approach of their own accord, by holding out advantages to them; and | Cause associates to approach of their own accord, by holding out advantages to them; and |
| 2.3. | Make it impossible for the enemy to come, by providing incentives for them to stay. | Make it impossible for associates to leave, by providing incentives for them to stay. |

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| 3. | The following strategies depend on the enemy's conditions (Table A7): | The following strategies depend on associates' conditions (Table A7): |
| 3.1. | If the enemy is relaxing, tire them; | If associates are relaxing, excite them; |
| 3.2. | If the enemy is well-supplied with food, starve them out; and | If associates are poorly supplied with funds, increase their funding; and |
| 3.3. | If the enemy is comfortably encamped, force them to move. | If associates are quietly settled into a routine, convince them to change it. |
| 4. | Attack places where the enemy must hasten to defend; advance swiftly to places where you are not expected. | Create tools and services that customers must hasten to adopt; advance swiftly to places where you are not expected. |

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| 5. | An army may make great progress without distress, if it advances through territory where there is no enemy.— | A company may make great progress without distress, if it advances through territory where there are customers and no opponents.— |
| 5.1. | To be sure of succeeding in your attacks, only attack enemies that are unprepared. | To be sure of succeeding in your pursuits, only pursue customers that are adaptable. |
| 5.2. | To ensure the safety of your defense, only hold positions that cannot be attacked. | To ensure the safety of your defense, only hold positions that cannot be challenged. |
| 6. | Hence, those generals are skillful in offense whose enemies do not know what to defend; and they are skillful in defense whose enemies do not know what to attack. | Hence, those leaders are skillful in progress whose associates know how to proceed; and they are skillful in defense whose opponents do not know what to pursue. |

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| 7. | Through the principles of subtlety and secrecy, we learn to be invisible and inaudible; hence, we can control our fates. | Through the principles of subtlety and secrecy, we learn to be invisible and inaudible; hence, we can control our fates. |
| 8. | You may advance and encounter no resistance, if you manage the enemy's weaknesses; | You may advance and encounter no resistance, if you manage associates' strengths; |
| 9. | You may retire and be safe from pursuit, if your movements are more rapid than those of the enemy. | You may retire and be safe from struggle, if your movements are more rapid than those of customers. |

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| 10. | If we wish to fight, the enemy can be compelled to an engagement even though they are sheltered behind high barriers and deep refuges. All we need to do is attack some other place that they will be obliged to rescue. | If we wish to contend for superiority, opponents can be compelled to engagements even though they are sheltered behind high barriers and deep refuges. All we need to do is challenge some other place that they will be obliged to rescue. |
| 11. | If we do not wish to fight, we can prevent the enemy from engaging us even though the lines of our encampment are merely traced out. All we need to do is throw something odd and unaccountable in their way. | If we do not wish to contend for superiority, we can prevent opponents from engaging us even though the lines of our establishment are merely traced out. All we need to do is throw something odd and unaccountable in their way. |

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| 12. | By discovering the enemy's arrangements and remaining hidden ourselves, we can keep our army concentrated, while groups of the enemy are divided. | By discovering customers' arrangements and remaining transparent ourselves, we can keep our company concentrated, while groups of customers are divided. |
| 13. | We can form a single, united body, while groups of the enemy are split into fractions. Hence, there will be a whole against separate parts of a whole, which means we shall be many to the enemy's few. | We can form a single, united body, while groups of customers are split into fractions. Hence, there will be a whole serving separate parts of a whole, which means we shall be many to customers' few. |
| 14. | If we are able, thus, to attack an inferior force, our opponents will be defeated. | If we are able, thus, to resolve more customer inquiries than we get, our customers will be secured. |

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| 15. | The spot where we intend to attack must not be made known so that the enemy will have to prepare against possible attacks at several different points; with their army distributed in many directions, the numbers we shall have to face at any given point will be proportionately few.— | The spot where we intend to advance must not be made known so that opponents will have to prepare against possible challenges at several different points; with their company distributed in many directions, the numbers we shall have to face at any given point will be proportionately few.— |
| 15.1. | If the enemy strengthens their foremost divisions, they will weaken their rear divisions. | If opponents strengthen their foremost divisions, they will weaken their rear divisions. |
| 15.2. | If the enemy strengthens their rear divisions, they will weaken their foremost divisions. | If opponents strengthen their rear divisions, they will weaken their foremost divisions. |
| 15.3. | If the enemy strengthens their left sides, they will weaken their right sides. | If opponents strengthen their left sides, they will weaken their right sides. |

15.4.	If the enemy strengthens their right sides, they will weaken their left sides.	If opponents strengthen their right sides, they will weaken their left sides.
15.5.	If the enemy sends reinforcements everywhere, they will everywhere be weak.	If opponents send reinforcements everywhere, they will everywhere be weak.
16.	Numerical weakness comes from having to prepare against possible attacks; numerical strength, from compelling the enemy to make these preparations against us.	Numerical weakness comes from having to prepare against possible challenges; numerical strength, from compelling opponents to make these preparations against us.

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| 17. | If we know the place and time of battles, we can plan adequately and be ready to fight. | If we know the place and time of future activities, we can plan adequately and be ready to advance. |
| 18. | If neither place nor time be known, then the left side cannot rescue the right side, the right side equally cannot rescue the left side, the front unable to relieve the rear, or the rear to support the front. This is much more problematic if the sections of the army that have made the least progress toward their goals are far behind, and communication is ineffective. | If neither place nor time be known, then the left side cannot rescue the right side, the right side equally cannot rescue the left side, the experienced unable to relieve the inexperienced, or the inexperienced to support the experienced. This is much more problematic if the sections of the company that have made the least progress toward their goals are far behind, and communication is ineffective. |

19.

If the number of your troops is less than that of the enemy, that does not guarantee the enemy advantage in the matter of victory. You can create victory.

If the number of your associates is less than that of opponents, that does not guarantee opponents advantage in the matter of success. You can create success.

20.	If the enemy is greater in numbers, we may prevent them from engaging us by (Table A8)—	If customers are greater in numbers than associates, we may prevent them from overwhelming us by (Table A8)—
20.1.	Scheming, so as to discover the enemy's plans and the likelihood of their success;	Experimenting, so as to discover customers' responses and study their feedback;
20.2.	Rousing the enemy, and learning the principle of their activity or inactivity;	Rousing customers, and learning the principle of their activity or inactivity;
20.3.	Compelling the enemy to reveal themselves, so as to learn their characteristics; and	Compelling customers to reveal themselves, so as to learn their characteristics; and
20.4.	Carefully comparing the enemy's army with our own, so you may know where strength is superabundant and where it is deficient.	Carefully comparing noncustomers with customers, so you may know where strength is superabundant and where it is deficient.

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| 21. | In making tactical arrangements, the highest level you can achieve is to conceal them; by concealing your arrangements, you will be safe from— | In making tactical arrangements, the highest level you can achieve is to conceal them; by concealing your arrangements, you will be safe from— |
| 21.1. | Prying of the subtlest spies and | Prying of the subtlest informers and |
| 21.2. | Plots of the wisest brains. | Plots of the wisest brains. |
| 22. | This is what average people cannot comprehend: How victory may be produced out of the enemy's tactics. | This is what average people cannot comprehend: How success may be produced out of opponents' tactics. |
| 23. | All people can see the tactics whereby I win, but what none can see is the strategy out of which victory is evolved. | All people can see the tactics whereby I succeed, but what none can see is the strategy out of which success is evolved. |

24.	Do not repeat the tactics that have gained you one victory, but let your methods be regulated by the infinite variety of circumstances.	Do not repeat the tactics that have gained you one success, but let your methods be regulated by the infinite variety of circumstances.
25.	Military tactics are like water, for water in its natural course—	Business tactics are like water, for water in its natural course—
25.1.	Runs away from high places and	Runs away from high places and
25.2.	Hastens downwards.	Hastens downwards.
26.	So in war, the way is to—	So in business, the way is to—
26.1.	Avoid what is strong and	Avoid what is strong and
26.2.	Strike at what is weak.	Strike at what is weak.

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| 27. | Soldiers achieve their victories in relation to the enemy they are facing, as water shapes its course according to the nature of the ground over which it flows. | Associates achieve their successes in relation to the challenges they are facing, as water shapes its course according to the nature of the ground over which it flows. |
| 28. | As water retains no constant shape, in war there are no constant conditions. | As water retains no constant shape, in business there are no constant conditions. |
| 29. | They who can modify their tactics in relation to the circumstances of the enemy and thereby succeed in winning, may be called marvelous leaders. | They who can modify their tactics in relation to their circumstances and thereby succeed in dominating, may be called marvelous leaders. |

30.	Thus, change is a constant factor.—	Thus, change is a constant factor.—
30.1.	The elements of the universe are not always equally prominent.	The elements of the universe are not always equally prominent.
30.2.	The four seasons make way for each other in turn.	The four seasons make way for each other in turn.
30.3.	There are short days and long.	There are short days and long.
30.4.	The moon has its periods of waning and waxing.	The moon has its periods of waning and waxing.

7. Maneuvering | Maneuvering

If you started after the enemy, to reach the goal before them, take a circuitous route and entice them out of the way.

To benefit from natural advantages, we must use local guides.

Decide whether to concentrate or separate your troops, based on your circumstances.

In the art of maneuvering, they will win who have learnt the use of indirect and direct strategies.

In the art of handling large masses of people, the troops should form a single, united body, so the brave cannot advance alone, nor the cowardly retreat alone.

If you started after opponents, to reach the goal before them, take a circuitous route and entice them out of the way.

To benefit from natural advantages, we must use local guides.

Decide whether to concentrate or separate your associates based on your circumstances.

In the game of maneuvering, they will succeed who have learnt the use of indirect and direct strategies.

In the game of handling large masses of people, the group should form a single, united body, so the brave cannot advance alone, nor the cowardly retreat alone.

*To effectively communicate,
make much use of torches and
drums, and flags and banners.*

*In maneuvering troops, use
strategies to manage mood,
psychology, strength,
circumstances, and military
interactions.*

*To effectively communicate,
make much use of exciting
activities and announcements,
and signals and signs.*

*In maneuvering businesses, use
strategies to manage mood,
psychology, strength,
circumstances, and business
interactions.*

1.	Sun Zi said: In preparation for war, generals—	Sun Zi said: In preparation for business, leaders—
1.1.	Receive orders from rulers;	Receive suggestions from mentors;
1.2.	Gather troops and concentrate civilians; and	Gather associates and concentrate teams; and
1.3.	Blend and harmonize the different elements of troops and civilians, by enabling connections to form between them.	Blend and harmonize the different elements of associates and teams, by enabling connections to form between them.
2.	After that, comes tactical maneuvering. There is nothing more difficult than tactical maneuvering, because it consists of turning the indirect into the direct, and misfortune into gain.	After that, comes tactical maneuvering. There is nothing more difficult than tactical maneuvering, because it consists of turning the indirect into the direct, and misfortune into gain.

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| 3. | Thus, if you started after the enemy, to reach the goal before them, take a circuitous route and entice them out of the way. One who does this shows knowledge of the use of indirect and direct strategies. | Thus, if you started after opponents, to reach the goal before them, take a circuitous route and entice them out of the way. One who does this shows knowledge of the use of indirect and direct strategies. |
| 4. | Maneuvering can be advantageous; it is also most dangerous.— | Maneuvering can be advantageous; it is also most dangerous.— |
| 4.1. | If you set a fully equipped army to snatch an advantage, chances are that you will be too late. | If you set a fully equipped company to snatch an advantage, chances are that you will be too late. |

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| 4.2. | On the other hand, if you detach a swift and independent team of troops to snatch an advantage, its equipment and supplies will be sacrificed. | On the other hand, if you detach a swift and independent team of associates to snatch an advantage, its equipment and supplies will be sacrificed. |
| 5. | Thus, you may order your troops to prepare to attack and make forced progress without halting day or night, covering double the usual distance at a stretch, but there will be strategic tradeoffs.— | Thus, you may order your associates to prepare to advance and make forced progress without halting day or night, covering double the usual benchmark at a stretch, but there will be strategic tradeoffs.— |
| 5.1. | If the troops do an excessive amount to wrest an advantage, all the generals will likely fall into the enemy's hands.— | If the associates do an excessive amount to wrest an advantage, all the leaders will likely fall into opponents' hands.— |

5.1.1.	All the generals will likely fall into the enemy's hands, because the stronger people will be in front, the jaded ones will fall behind, and on this plan only a small portion of your army will reach its goal.	All the leaders will likely fall into opponents' hands, because the stronger people will be in front, the jaded ones will fall behind, and on this plan only a small portion of your company will reach its goal.
5.2.	If the troops advance at full capacity to outmaneuver the enemy, you will lose the general of your foremost division, and only half your army will reach the goal.	If the associates advance at full capacity to outmaneuver opponents, you will lose the leader of your foremost division, and only half your company will reach the goal.
5.3.	If the troops advance at three-fifths capacity to outmaneuver the enemy, two-thirds of your army will reach the goal.	If the associates advance at three-fifths capacity to outmaneuver opponents, two-thirds of your company will reach the goal.

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| 6. | Thus, we may take it that an army is lost without— | Thus, we may take it that a company is lost without— |
| 6.1. | Equipment and supplies, | Equipment and supplies, |
| 6.2. | Food, and | Skill and funds, and |
| 6.3. | Reserves. | Reserves. |
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| 7. | We cannot enter into alliances with neighboring armies until we are acquainted with their plans. | We cannot enter into alliances with neighboring companies until we are acquainted with their plans. |
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| 8. | We are not fit to lead an army unless we are familiar with the features of the field: Its mountains and forests, its swamps and marshes, its difficult paths and roads. | We are not fit to lead a company through development unless we are familiar with the features of the field: Its peaks and uncertainties, its pitfalls and dangers, its quandaries and quagmires. |
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| 9. | To benefit from natural advantages, we must use local guides. | To benefit from natural advantages, we must use local guides. |

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| 10. | In war, practice deception and you will win. | In business, practice clever resourcefulness and you will succeed. |
| 11. | Decide whether to concentrate or separate your troops, based on your circumstances. | Decide whether to concentrate or separate your associates, based on your circumstances. |

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| 12. | If progressing, let your rapidity be that of the wind. | If progressing, let your rapidity be that of the wind. |
| 13. | If no immediate goal, let your steadfastness be that of the forest. | If no immediate goal, let your steadfastness be that of the forest. |
| 15. | If halted, be immovable as a mountain. | If halted, be immovable as a mountain. |
| 16. | If concealed, let your plans be dark and impenetrable as night. | If concealed, let your plans be dark and impenetrable as night. |
| 17. | If fighting, overwhelm like thunder and lightning. | If competing, overwhelm like thunder and lightning. |
| 18. | If you commandeer food from the enemy, let the food be divided among your troops; if you capture new territory, cut it up into allotments for the benefit of the army. | If you search for knowledge in a field, let skills be divided among your teammates; if you purchase new facilities, cut them up into allotments for the benefit of the company. |
| 19. | Deliberate before you make a move. | Deliberate before you make a move. |

20.

They will win who have learnt the use of indirect and direct strategies. Such is the art of maneuvering.

They will succeed who have learnt the use of indirect and direct strategies. Such is the game of maneuvering.

21.	It is often said about the practice of leadership that—	It is often said about the practice of leadership that—
21.1.	Spoken words do not carry far enough—hence the institution of gongs and drums; and	Spoken words do not carry far enough—hence the institution of alerts and announcements; and
21.2.	Ordinary objects cannot be seen clearly enough—hence the institution of banners and flags.	Ordinary objects cannot be seen clearly enough—hence the institution of signs and signals.
22.	Gongs and drums, banners and flags, are means whereby the ears and eyes of the troops may be focused on one particular point.	Alerts and announcements, signs and signals, are means whereby the ears and eyes of the group may be focused on one particular point.

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| 23. | Thus, the troops will form a single, united body, so the brave cannot advance alone, nor the cowardly retreat alone. This is the art of handling large masses of people. | Thus, the group will form a single, united body, so the brave cannot advance alone, nor the cowardly retreat alone. This is the game of handling large masses of people. |
| 24. | To effectively communicate, make much use of— | To effectively communicate, make much use of— |
| 24.1. | Torches and drums, if battling during the night; and | Exciting activities and announcements, if after normal hours; and |
| 24.2. | Flags and banners, if battling during the day. | Signals and signs, if during normal hours. |

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| 25. | A whole army may be robbed of its spirit; generals may be robbed of their presence of mind. | A whole company may be robbed of its spirit; leaders may be robbed of their presence of mind. |
| 26. | Soldiers' spirits are keenest at the beginning of a military campaign; as the campaign progresses, they begin to diminish; and towards the end of the campaign, soldiers' minds are bent only on returning home. | Associates' spirits are keenest at the beginning of a business venture; as the venture progresses, they begin to diminish; and towards the end of the venture, associates' minds are bent only on returning home. |
| 27. | Therefore, the following are strategies to manage mood (Table A9): | Therefore, the following are strategies to manage mood (Table A9): |
| 27.1. | If the enemy's spirits are keen, avoid them; and | If your associates' spirits are keen, engage them; and |
| 27.2. | If the enemy is sluggish and inclined to return home, attack them. | If your associates are sluggish and inclined to return home, do not challenge them. |

28.	The following are strategies to manage psychology (Table A9):	The following are strategies to manage psychology (Table A9):
28.1.	If the enemy is organized, disorganize them; and	If your associates are disordered, organize them; and
28.2.	If the enemy is calm, irritate them.	If your associates are clamoring, calm them.
29.	The following are strategies to manage strength (Table A9):	The following are strategies to manage strength (Table A9):
29.1.	If the enemy is far from their goals, be near your goals;	If your associates are far from their goals, modify their goals;
29.2.	If the enemy is toiling and struggling, rest; and	If your associates are toiling and struggling, instruct them to rest; and
29.3.	If the enemy lacks skills, use your skills.	If your associates lack skills, train them.
30.	The following are strategies to manage circumstances (Table A9):	The following are strategies to manage circumstances (Table A9):

30.1.	If the enemy's banners and flags are orderly, do not approach them; and	If your associates' signs and signals are out of order, arrange them; and
30.2.	If the enemy is gathered in calm and confident arrays, do not attack them.	If your associates are gathered in calm and confident arrays, challenge them.
31.	The following are strategies to manage military interactions (Table A10):	The following are strategies to manage business interactions (Table A10):
31.1.	If the enemy is encamped on high ground, do not advance against them;	If in arduous territory, do not advance with associates;
31.2.	If the enemy is superior, do not oppose them;	If associates are superior, do not oppose them;
31.3.	If the enemy simulates flight, do not pursue them;	If associates simulate flight, do not pursue them;

31.4.	If the enemy's temper is keen, do not attack them;	If associates' tempers are keen, do not challenge them;
31.5.	If the enemy offers benefits, do not accept their gifts;	If associates offer benefits, do not accept their gifts;
31.6.	If the enemy is returning home, do not interfere with them;	If associates are returning home, do not interfere with them;
31.7.	If you surround the enemy, do not close all their outlets; and	If you hire an associate, do not close all the associate's outlets; and
31.8.	If the enemy is desperate, do not press them too hard.	If associates are desperate, do not press them too hard.
32.	Such are the strategies for maneuvering armies.	Such are the strategies for maneuvering companies.

8. Varying Tactics | Varying Tactics

Students of war who are unversed in the art of varying their plans, even though they are acquainted with the Five Strategic Considerations, will fail to make the best use of their people.

The art of war teaches us to rely on our readiness to receive the enemy, and the fact that we have made our position unassailable.

When an army is defeated and its general killed, the cause will surely be found among the Five Dangerous Faults.

Students of business who are unversed in the game of varying their plans, even though they are acquainted with the Five Strategic Considerations, will fail to make the best use of their people.

The Game of Business teaches us to rely on our readiness to receive opponents, and the fact that we have made our position unassailable.

When a company fails and its leader dismissed, the cause will surely be found among the Five Dangerous Faults.

1.	Sun Zi said: In war, generals—	Sun Zi said: In business, leaders—
1.1.	Receive orders from rulers,	Receive suggestions from mentors,
1.2.	Gather troops, and	Gather associates, and
1.3.	Concentrate people.	Concentrate teams.
2.	The following are strategies for five terrains (Table A11):	The following are strategies for five situations (Table A11):
2.1.	In Difficult terrain, do not settle;	In Difficult situations, do not settle;
2.2.	In Central terrain—that in which important paths intersect—join your allies;	In Central situations—those in which important paths intersect—join your allies;
2.3.	In Dangerously Isolated terrain, do not linger;	In Dangerously Isolated situations, do not linger;
2.4.	In Constricted terrain, you must strategize; and	In Constricted situations, you must strategize; and
2.5.	In Desperate terrain, you must fight.	In Desperate situations, you must persevere.

3.	<u>Five Strategic Considerations</u> are—	<u>Five Strategic Considerations</u> are—
3.1.	Paths to follow,	Paths to follow,
3.2.	Armies to attack,	Companies to challenge,
3.3.	Enemies to capture,	Customers to acquire,
3.4.	Positions to contest, and	Customers to forfeit, and
3.5.	Orders of rulers to follow.	Suggestions of mentors to follow.
4.	Generals who thoroughly understand the advantages that accompany variation of tactics know how to handle their troops.	Leaders who thoroughly understand the advantages that accompany variation of tactics know how to handle their associates.
5.	Generals who do not understand the advantages that accompany variation of tactics may be well acquainted with the configuration of the field, yet they will not be able to benefit from their knowledge.	Leaders who do not understand the advantages that accompany variation of tactics may be well acquainted with the configuration of the field, yet they will not be able to benefit from their knowledge.

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So, students of war who are unversed in the art of varying their plans, even though they are acquainted with the Five Strategic Considerations, will fail to make the best use of their people.

So, students of business who are unversed in the game of varying their plans, even though they are acquainted with the Five Strategic Considerations, will fail to make the best use of their people.

7.	Hence, in a wise general's plans, considerations of advantage and disadvantage will be blended (Table A12).—	Hence, in a wise leader's plans, considerations of advantage and disadvantage will be blended (Table A12).—
7.1.	If our expectation of advantage is tempered by blending considerations of advantage and disadvantage, we may succeed in accomplishing the essential part of our plans.	If our expectation of advantage is tempered by blending considerations of advantage and disadvantage, we may succeed in accomplishing the essential part of our plans.
7.2.	If we are always ready to seize an advantage when amid difficulties, we may protect ourselves from misfortune.	If we are always ready to seize an advantage when amid difficulties, we may protect ourselves from misfortune.
8.	The following strategies apply to the enemy (Table A13):	The following strategies apply to customers (Table A13):

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| 8.1. | If you intimidate them,
they will succumb; | If you provide incentives,
they will be increased; |
| 8.2. | If you harass them, they
will be kept engaged;
and | If you make solutions for
them, they will be kept
engaged; and |
| 8.3. | If you hold out deceptive
allurements, they will
rush to any given point. | If you hold out
allurements, they will
rush to any given point. |

9.	The art of war teaches us to—	The Game of Business teaches us to—
9.1.	Rely on our readiness to receive the enemy, not on the chance of the enemy not coming; and	Rely on our readiness to receive opponents, not on the chance of opponents not coming; and
9.2.	Rely on the fact that we have made our position unassailable, not on the chance of the enemy not attacking.	Rely on the fact that we have made our position unassailable, not on the chance of opponents not challenging.
10.	The <u>Five Dangerous Faults</u> that may affect generals are—	The <u>Five Dangerous Faults</u> that may affect leaders are—
10.1.	<i>Recklessness</i> , which leads to destruction;	<i>Recklessness</i> , which leads to destruction;
10.2.	<i>Cowardice</i> , which leads to capture;	<i>Cowardice</i> , which leads to takeover;
10.3.	<i>A hasty temper</i> that can be provoked by insults;	<i>A hasty temper</i> that can be provoked by insults;

10.4.	<i>A delicacy of honor</i> that is sensitive to shame; and	<i>A delicacy of honor</i> that is sensitive to shame; and
10.5.	<i>Excessive attentiveness to their people</i> , which exposes them to worry and trouble.	<i>Excessive attentiveness to their associates</i> , which exposes them to worry and trouble.
11.	These Five Dangerous Faults of generals are ruinous to the conduct of war.	These Five Dangerous Faults of leaders are ruinous to the conduct of business.
12.	When an army is defeated and its general killed, the cause will surely be found among these Five Dangerous Faults. Let them be a subject of investigation.	When a company fails and its leader dismissed, the cause will surely be found among these Five Dangerous Faults. Let them be a subject of investigation.

9. Preparing the Army | Preparing the Company

The Four Branches of Military Knowledge enable armies to conquer.

If you nourish your troops, and occupy positions where supplies are abundant, the army will be free from disease of every kind; this will result in victory.

If there is rain upstream of a river that you wish to ford, causing the river to swell and foam, wait for the water to subside before trying to ford the river.

The Six Dangerous Configurations of Terrain should be left with all possible speed, and not approached.

The Four Ambush Configurations of Terrain must be carefully found and examined.

The Four Branches of Business Knowledge enable businesses to acquire customers.

If you are careful of your people and occupy stable positions, the company will be free from disorder of every kind; this will result in success.

If there is much uncertainty about an obstacle you wish to cross, causing inconsistencies to appear, resolve the inconsistencies before trying to overcome the obstacle.

The Six Dangerous Situations should be left with all possible speed, and not approached.

The Four Ambush Situations must be carefully found and examined.

If you have no plans and underestimate the enemy, you are sure to be captured.

To ensure victory, troops must be treated with humanity, and united through training.

If you have no plans and underestimate your opponents, you are sure to be overtaken.

To ensure success, associates must be treated with humanity, and united through training.

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| 1. | Sun Zi said: We come now to the question of readying the army, and observing signs of the enemy. | Sun Zi said: We come now to the question of readying the company, and observing signs of customers. |
| 2. | The <u>Four Branches of Military Knowledge</u> enable armies to conquer.— | The <u>Four Branches of Business Knowledge</u> enable businesses to acquire customers.— |
| 2.1. | In <i>Mountain warfare</i> — | In <i>Difficult business</i> — |
| 2.1.1. | Pass quickly over mountains, and keep in the neighborhood of valleys; | Pass quickly over difficulties, and keep in the neighborhood of simplicity; |
| 2.1.2. | Observe changes, and occupy high positions; and | Observe changes, and occupy advantageous positions; and |
| 2.1.3. | If the enemy is in high positions, do not attack them. | If associates are in advantageous positions, challenge them. |
| 2.2. | In <i>River warfare</i> — | In <i>Obstacle business</i> — |

2.2.1.	After crossing a river, you should get far away from it;	After crossing an obstacle, you should get far away from it;
2.2.2.	If an invading enemy is crossing a river, let half of its force cross the river, and then attack;	If associates are advancing beyond usual limits, earn enough market share to break even, and then rest;
2.2.3.	If you are anxious to attack an invading enemy, do not attack them near rivers that they must cross;	If you are anxious to rest associates who are advancing beyond usual limits, do not rest them near obstacles that they must cross;
2.2.4.	Observe changes, and occupy high positions; and	Observe changes, and occupy advantageous positions; and
2.2.5.	If the enemy is in high positions, do not attack them.	If associates are in advantageous positions, challenge them.

2.3.	<i>For operations on Difficult Paths and Roads—</i>	<i>For operations in Quagmires—</i>
2.3.1.	In crossing swamps and marshes, your sole concern should be to get over them quickly without delay; and	In crossing quandaries, your sole concern should be to get over them quickly without delay; and
2.3.2.	If forced to fight in a swamp or marsh, you should have lush grass near you, and have your rear to the forest.	If forced to advance in a quandary, you should have resources and protection near you, and devise contingency plans to protect against unpredictabilities.
2.4.	<i>For operations on Level Terrain—</i>	<i>For operations in Stable Situations—</i>
2.4.1.	Occupy positions that enable fast maneuvers; and	Occupy positions that enable fast progress; and

2.4.2.	Place your right and rear in high positions, so danger may be handled by your front, and your rear is safe.	Make your advantageous positions the responsibility of your specialists and inexperienced, so danger may be handled by your experienced, and your inexperienced are safe.
3.	All armies prefer high positions to low, and bright positions to dark.	All companies prefer advantageous situations to disadvantageous, and clear positions to unclear.
4.	If you nourish your troops, and occupy positions where supplies are abundant, the army will be free from disease of every kind; this will result in victory.	If you are careful of your people, and occupy stable positions, the company will be free from disorder of every kind; this will result in success.

5.	If you come to a hilly area—	If you come to an arduous position—
5.1.	Occupy the bright side and	Occupy the clear side and
5.2.	Place your right and rear in high positions.	Make controlled area the responsibility of your inexperienced specialists.
6.	Thus, you will at once—	Thus, you will at once—
6.1.	Act for the benefit of your troops and	Act for the benefit of your associates and
6.2.	Use natural advantages of the terrain.	Use natural advantages of the area.
7.	If there is rain upstream of a river that you wish to ford, causing the river to swell and foam, wait for the water to subside before trying to ford the river.	If there is much uncertainty about an obstacle you wish to cross, causing inconsistencies to appear, resolve the inconsistencies before trying to overcome the obstacle.

8.	The <u>Six Dangerous Configurations of Terrain</u> should be left with all possible speed, and not approached:	The <u>Six Dangerous Situations</u> should be left with all possible speed, and not approached:
8.1.	Steep barriers,	Steep barriers,
8.2.	Naturally deep voids,	Naturally deep voids,
8.3.	Naturally confined places,	Naturally confined places,
8.4.	Natural nets,	Natural miscommunications,
8.5.	Natural traps, and	Natural traps, and
8.6.	Natural crevices.	Naturally risky paths.
9.	While we keep away from the Six Dangerous Configurations of Terrain, we should get the enemy to approach them; while we face them, we should get the enemy to ignore them.	While we keep away from the Six Dangerous Situations, we should get opponents to approach them; while we face them, we should get opponents to ignore them.

10.	If you encounter any of the <u>Four Ambush Configurations of Terrain</u> , people in ambush or insidious opponents are likely lurking near them:	If you encounter any of the <u>Four Ambush Situations</u> , people in ambush or insidious opponents are likely lurking near them:
10.1.	Dangerous paths,	Dangerous paths,
10.2.	Ponds covered with grass and reeds,	Areas filled with natural concealments,
10.3.	Marshlands, or	Areas filled with natural traps, or
10.4.	Forested mountains with thick undergrowth.	Entanglements.
11.	The Four Ambush Configurations of Terrain must be carefully found and examined.	The Four Ambush Situations must be carefully found and examined.

12.	Strategies for preliminary analysis (Tables A14.1-4).—	Strategies for preliminary analysis (Tables A14.1-4).—
12.1.	Terrain (Table A14.1).—	Activity (Table A14.1).—
12.1.1.	If the enemy is near and remains quiet, they are relying on natural strengths of their positions.	If associates are near their goals and remain quiet, they are relying on natural strengths of their positions.
12.2.	Cunning (Table A14.1).—	Cunning (Table A14.1).—
12.2.1.	If the enemy keeps aloof and tries to provoke battle, they are anxious for you to attack.	If associates keep aloof and try to inspire action, they are anxious for others to advance.
12.3.	Encampment (Table A14.1).—	Establishment (Table A14.1).—

12.3.1.	If the enemy's encampment is easy for you to access, they must have reasons for staying in it.	If associates' places of establishment are easy for others to access, they must have reasons for staying in them.
12.4.	Surroundings (Table A14.1).—	Surroundings (Table A14.1).—
12.4.1.	If there is movement around you, the enemy is approaching.	If there is movement around you, customers are approaching.
12.4.2.	If many obstacles of bundled grass appear along paths, the enemy wants to make us suspicious.	If several misleading obstacles appear along paths, opponents want to make us suspicious.
12.5.	Animal behavior (Table A14.1).—	Customer behavior (Table A14.1).—
12.5.1.	If birds suddenly rise in flight, an ambush is likely near.	If early adopters suddenly leave, an ambush is likely near.

12.5.2.	If animals are startled, an enormous attack is near.	If the majority of customers are startled, an enormous challenge is near.
12.5.3.	If birds gather around an area, it is vacant.	If early adopters gather around an area, it is unexplored.
12.6.	Dust (Table A14.2).—	Concerns (Table A14.2).—
12.6.1.	If dust rises high and is concentrated, it indicates the arrival of the enemy chariots.	If concerns spread quickly and are concentrated, it indicates the quitting of experienced associates.
12.6.2.	If dust rises low and over a wide area, it indicates the approach of the enemy infantry.	If concerns spread slowly and over a wide area, it indicates the quitting of inexperienced associates.

12.6.3.	If dust branches out in different directions, it indicates that the enemy is gathering firewood.	If concerns branch out in different directions, it indicates that associates lack resources.
12.6.4.	If a few clusters of dust rise and settle, it indicates that the enemy is encamping.	If a few clusters of concerns are unresolved, it indicates that associates are establishing relationships.
12.7.	The enemy's messages (Table A14.2).—	Opponents' messages (Table A14.2).—
12.7.1.	If the enemy speaks humbly while increasing their preparations, it indicates they will soon approach.	If opponents speak humbly while increasing their preparations, it indicates they will soon approach.

12.7.2.	If the enemy speaks ardently while driving forward as if approaching, it indicates they will soon retreat.	If opponents speak ardently while driving forward as if approaching, it indicates they will soon retreat.
12.7.3.	If the enemy proposes a truce without negotiating conditions, it indicates a plot.	If opponents propose a truce without negotiating conditions, it indicates a plot.
12.7.4.	If the enemy gives compliments and gifts, it indicates they wish for a truce.	If opponents give compliments and gifts, it indicates they wish for a truce.
12.8.	Movement (Table A14.3).—	Movement (Table A14.3).—
12.8.1.	If the light chariots are first to take positions on the flanks, it indicates they are forming for battle.	If experienced associates are first to take strategic positions, it indicates they are forming for action.

12.8.2.	If soldiers and chariots quickly take positions, it means their reinforcements have arrived.	If the main team quickly takes strategic positions, it means all its members have assembled.
12.8.3.	If half the enemy troops are seen advancing while half retreating, it is a lure.	If half the associates are seen advancing while half retreating, it is a lure.
12.8.4.	If the enemy's banners and flags are often shifted, they are in disarray.	If associates' signs and signals are often shifted, they are in disarray.
12.8.5.	If the enemy approaches angrily and maintains their position for a long time without either advancing or retreating, the situation demands vigilant investigation.	If associates approach angrily and maintain their position for a long time without either advancing or retreating, the situation demands vigilant investigation.

12.9.	Enemy Behavior (Table A14.4).—	Associate Behavior (Table A14.4).—
12.9.1.	If enemy soldiers display laziness, they are hungry and short of food.	If associates display laziness, they are unmotivated and short of skill.
12.9.2.	If enemy soldiers who are sent to gather water begin by drinking themselves, they are suffering from thirst.	If associates who are sent to gather resources begin by compensating themselves, they are suffering from lack of compensation.
12.9.3.	If the enemy sees potential advantages and does not attempt to secure them, they are exhausted.	If associates see potential advantages and do not attempt to secure them, they are exhausted.
12.9.4.	If enemy soldiers clamor at night, it indicates they are afraid.	If associates speak publicly and independently, it indicates they are afraid.

12.9.5.	If enemy officers are angry, it means they are weary.	If associates are angry, it means they are weary.
12.9.6.	If the enemy kills their horses for food, they have no provisions.	If associates disassemble their equipment for resources, they have no backup supplies.
12.9.7.	If the enemy puts away their cooking tools, showing that they will not return to their camp, they are in a desperate situation.	If associates do not put their tools away, showing that they will not return to their homes, they are in desperate situations.
12.10.	Generals (Table A14.5).—	Leaders (Table A14.5).—
12.10.1.	If an army is disorderly, its general's authority is weak.	If a company is disorderly, its leader's authority is weak.

12.10.2.	If officers and troops are whispering together in small groups and speaking in subdued tones, it indicates the general has lost their trust.	If associates are whispering together in small groups and speaking in subdued tones, it indicates the leader has lost their trust.
12.10.3.	If generals give rewards too frequently, it indicates they are out of ideas.	If leaders give rewards too frequently, it indicates they are out of ideas.
12.10.4.	If generals give too many punishments, it indicates they are in dire distress.	If leaders give too many punishments, it indicates they are in dire distress.
12.10.5.	If generals begin boastfully, and then become afraid, it shows their supreme lack of intelligence.	If leaders begin boastfully, and then become afraid, it shows their supreme lack of intelligence.

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| 13. | If the number of our troops is no more than that of the enemy, we can still have the advantage. To capture the enemy, we should not rely solely on our size; we should use technique with sufficient strength and continually evaluate them. | If the number of our associates is no more than that of opponents, we can still have the advantage. To acquire customers, we should not rely solely on our size; we should use technique with sufficient strength and continually research them. |
| 14. | If you have no plans and underestimate the enemy, you are sure to be captured. | If you have no plans and underestimate your opponents, you are sure to be overtaken. |

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| 15. | If troops are reprimanded before they have grown attached to you, they will not be receptive; and, unless receptive, they will be practically useless. If, when troops have become attached to you, reprimands are not used, troops will still be useless. | If associates are reprimanded before they have grown attached to you, they will not be receptive; and, unless receptive, they will be practically useless. If, when associates have become attached to you, reprimands are not used, associates will still be useless. |
| 16. | Therefore, to ensure victory, troops must be treated with humanity, and united through training. | Therefore, to ensure success, associates must be treated with humanity, and united through training. |
| 17. | If in training soldiers, instructions are habitually used, the army will be well-disciplined; if not, its discipline will be bad. | If in training associates, instructions are habitually used, the company will be well-disciplined; if not, its discipline will be bad. |

18.

If instructions are consistently followed, it indicates the instructions are mutually beneficial for generals and troops.

If instructions are consistently followed, it indicates the instructions are mutually beneficial for leaders and associates.

10. Evaluating Terrains | Evaluating Activities

Generals who have attained responsible posts must be careful to study the Six Types of Terrain.

The Six Distinct Calamities are ways of courting defeat that must be carefully noted by generals who have attained responsible posts.

They who know the Responsibilities for Victory, and put their knowledge into practice, will win their battles.

If you treat your troops with care, they will follow you through the most threatening dangers.

If you know the enemy and know yourself, your victory will be undoubtable; if you know the weather and know the terrain, your victory will be limitless.

Leaders who have attained responsible posts must be careful to study the Six Areas of Activity.

The Six Distinct Calamities are ways of courting failure that must be carefully noted by leaders who have attained responsible posts.

They who know the Responsibilities for Success and put their knowledge into practice will achieve their pursuits.

If you treat your associates with care, they will follow you through the most threatening dangers.

If you know your customers and know yourself, your success will be undoubtable; if you know the environment and know the situation, your success will be limitless.

1.	Sun Zi said: We may distinguish <u>Six Types of Terrain</u> (Tables A15.1,2).—	Sun Zi said: We may distinguish <u>Six Areas of Activity</u> that are connected with Domain (Tables A15.1,2).—
1.1.	<i>Accessible terrain</i> is that which everyone can freely traverse. In Accessible terrain, to have advantage, be first to occupy positions that enable you to (Table A15.1)—	<i>Accessible situations</i> are those that everyone can freely traverse. In an Accessible situation, to have advantage, be first to occupy positions that enable you to (Table A15.1)—
1.1.1.	Observe changes and	Observe changes and
1.1.2.	Manage supply routes.	Manage supply routes.
1.2.	<i>Entangling terrain</i> is that which can be entered but is difficult to leave (Table A15.1).—	<i>Entangling situations</i> are those that can be entered but are difficult to leave (Table A15.1).—

1.2.1.	If the enemy is unprepared, you may rush forth and capture them.	If customers are adaptable, you may rush forth and acquire them.
1.2.2.	If the enemy is prepared, and you fail to capture them, withdrawal will be difficult, and your position disadvantageous.	If customers are unadaptable, and you fail to acquire them, withdrawal will be difficult, and your position disadvantageous.
1.3.	<i>Equitable terrain</i> is that which is not advantageous for anyone to occupy. In Equitable terrain, to have advantage, it will be advisable to use the following strategy (Table A15.1):	<i>Equitable situations</i> are those that are not advantageous for anyone to occupy. In an Equitable situation, to have advantage, it will be advisable to use the following strategy (Table A15.1):
1.3.1.	If the enemy offers us attractive baits, do not rush forth; and	If customers offer us attractive baits, do not rush forth; and

1.3.2.	Entice the enemy by retreating, and attack after half the enemy troops have been drawn out.	Entice customers by retreating, and advance after you have enough market share to break even.
1.4.	<i>Constricted terrain</i> is that which is reached through narrow gaps, and from which we can only retire by tortuous paths, so that a small number of enemy soldiers would suffice to crush a large group of our people (Table A15.2).—	<i>Constricted situations</i> are those reached through narrow gaps, and from which we can only retire by tortuous paths, so that a small number of opponents would suffice to crush a large group of our people (Table A15.2).—
1.4.1.	If you occupy Constricted terrain before the enemy, let the gaps be strongly protected and await the arrival of the enemy.	If you occupy a Constricted situation before alternative companies, let the gaps be strongly protected and await the arrival of alternative companies.

1.4.2.	If the enemy fully protects Constricted terrain they control before you, do not follow them.	If alternative companies fully protect a Constricted situation they control before you, do not follow them.
1.4.3.	If the enemy weakly protects Constricted terrain they control before you, follow them.	If alternative companies weakly protect a Constricted situation they control before you, follow them.
1.5.	<i>Key terrain</i> is that which gives advantage to the side in control of it (Table A15.2).—	<i>Key situations</i> are those that give advantage to the company in control of them (Table A15.2).—

1.5.1.	If you control Key terrain before the enemy, occupy positions that enable you to observe changes and manage supply routes, and there wait for the enemy to arrive.	If you control a Key situation before alternative companies, occupy positions that enable you to observe changes and manage supply routes, and there wait for alternative companies to arrive.
1.5.2.	If the enemy controls Key terrain before you, retreat and lure them away; do not follow them.	If alternative companies control a Key situation before you, retreat and lure them away; do not follow them.
1.6.	<i>Distant terrain</i> is that which is far from support (Table A15.2).—	<i>Distant situations</i> are those far from support (Table A15.2).—

1.6.1.	If your strength is equal to that of the enemy, it is difficult to provoke enemy engagement, because moving is not advantageous.	If your strength is equal to that of alternative companies, it is difficult to inspire customer adoption, because moving is not advantageous.
2.	Generals who have attained responsible posts must be careful to study these Six Types of Terrain.	Leaders who have attained responsible posts must be careful to study these Six Areas of Activity.

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| 3. | An army is exposed to <u>Six Distinct Calamities</u> , not arising from natural causes, but from faults for which the general is responsible.— | A company is exposed to <u>Six Distinct Calamities</u> , not arising from natural causes, but from faults for which the leader is responsible.— |
| 3.1. | <i>Flight</i> of the army results from being hurled against another ten times its size, with other conditions being equal. | <i>Flight</i> of the company results from being hurled against another ten times its size, with other conditions being equal. |
| 3.2. | <i>Disobedience</i> results if troops are strong and their officers are weak. | <i>Disobedience</i> results if associates are strong and their leaders are weak. |
| 3.3. | <i>Collapse</i> results if officers are strong and their troops are weak. | <i>Collapse</i> results if leaders are strong and their associates are weak. |

3.4.	<i>Ruin</i> results if senior officers are angry and disobedient because the general overlooked their capabilities, and they fight resentfully.	<i>Ruin</i> results if team leaders are angry and disobedient because the foremost leader overlooked their capabilities, and they compete resentfully.
3.5.	<i>Disorganization</i> results from—	<i>Disorganization</i> results from—
3.5.1.	Generals who are weak and without authority;	Leaders who are weak and without authority;
3.5.2.	Generals whose orders are not clear and distinct;	Leaders whose orders are not clear and distinct;
3.5.3.	No fixed duties assigned to officers and troops; and	No fixed duties assigned to managers and general associates; and
3.5.4.	Groups that are formed in a slovenly, haphazard manner.	Teams that are formed in a slovenly, haphazard manner.

3.6.	<i>Defeat</i> results from generals who, unable to estimate abilities, engage armies to whom theirs are inferior, open their weaknesses to others' strengths, and neglect to give their best troops the most important roles.	<i>Defeat</i> results from leaders who, unable to estimate abilities, engage companies to whom they are inferior, open their weaknesses to others' strengths, and neglect to give their best associates the most important roles.
4.	These Six Distinct Calamities are ways of courting defeat that must be carefully noted by generals who have attained responsible posts.	These Six Distinct Calamities are ways of courting failure that must be carefully noted by leaders who have attained responsible posts.

5.	Generals' <u>Responsibilities for Victory</u> are to—	Leaders' <u>Responsibilities for Success</u> are to—
5.1.	Use natural advantages of terrain;	Use natural advantages of situations;
5.2.	Evaluate the enemy; and	Evaluate associates; and
5.3.	Shrewdly calculate difficulties, dangers, and distances.	Shrewdly calculate difficulties, dangers, and progress.
6.	They who know the Responsibilities for Victory, and put their knowledge into practice, will win their battles. They who do not know the Responsibilities for Victory, nor practice them, will surely lose.	They who know the Responsibilities for Success, and put their knowledge into practice, will achieve their pursuits. They who do not know the Responsibilities for Success, nor practice them, will surely fail.

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| 7. | If fighting is sure to result in victory, then you must fight even though the rulers ordered that fighting should be avoided; if fighting will not result in victory, then you must not fight even though the rulers ordered you to do so. | If competing is sure to result in success, then you must compete even though the mentors advised that competition should be avoided; if competing will not result in success, then you must not compete even though the mentors advised you to do so. |
| 8. | Generals are precious to their armies, if they— | Leaders are precious to their companies, if they— |
| 8.1. | Advance without coveting fame, | Advance without coveting fame, |
| 8.2. | Retreat without fearing punishment, | Retreat without fearing punishment, |
| 8.3. | Protect their people, and | Protect their associates, and |
| 8.4. | Do good service for their rulers. | Do good service for their supporters. |

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| 9. | If you treat your troops with care, they will follow you through the most threatening dangers; if you regard them as your beloved children, they will support you until death. | If you treat your associates with care, they will follow you through the most threatening dangers; if you regard them as your beloved children, they will support you until failure. |
| 10. | However, your troops will be like spoilt children, because they will be useless for any practical purpose, if you are— | However, your associates will be like spoilt children, because they will be useless for any practical purpose, if you are— |
| 10.1. | Indulgent, but unable to make your authority felt; | Indulgent, but unable to make your authority felt; |
| 10.2. | Kind-hearted, but unable to enforce your instructions; and | Kind-hearted, but unable to enforce your instructions; and |
| 10.3. | Incapable of quelling disorder. | Incapable of quelling disorder. |

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| 11. | If we know our people are in a condition to win, but are unaware that the enemy cannot be defeated, we have gone only halfway toward victory. | If we know our people are in a condition to succeed, but are unaware that customers cannot be acquired, we have gone only halfway toward success. |
| 12. | If we know that the enemy can be defeated, but are unaware that our people are not in a condition to win, we have gone only halfway toward victory. | If we know that customers can be acquired, but are unaware that our people are not in a condition to succeed, we have gone only halfway toward success. |
| 13. | If we know that the enemy can be defeated, and also know that our people are in a condition to win, but are unaware that the nature of the terrain makes victory impracticable, we have still gone only halfway toward victory. | If we know that customers can be acquired, and also know that our people are in a condition to succeed, but are unaware that the nature of the situation makes success impracticable, we have still gone only halfway toward success. |

14.	Thus, skilled warriors always—	Thus, skilled businesspeople always—
14.1.	Choose rationally, if moving; and	Choose rationally, if moving; and
14.2.	Have strategies, if maneuvering.	Have strategies, if progressing.
15.	Hence the saying—	Hence the saying—
15.1.	“If you know the enemy and know yourself, your victory will be undoubtable;	“If you know your customers and know yourself, your success will be undoubtable;
15.2.	“If you know the weather and know the terrain, your victory will be limitless.”	“If you know the environment and know the situation, your success will be limitless.”

11. Evaluating Battlegrounds | Evaluating Situations

Skillful generals use strategies depending on the battleground.

If it is to your advantage, make a forward move; if otherwise, stop still.

Rapidity is the essence of war; use the enemy's unreadiness; make your way by unexpected routes, and attack unguarded spots.

If you place armies in positions with no escape, they must confront death, so officers and troops will apply maximum effort to win battles.

The principle on which to lead an army is to establish one standard of courage that all must reach.

Skillful leaders use strategies depending on the situation.

If it is to your advantage, make a forward move; if otherwise, stop still.

Rapidity is the essence of business; use associates' readiness; make your way by unexpected routes, and pursue unguarded spots.

If you place companies in positions with no escape, they must confront failure, so leaders and associates will apply maximum effort to overcome challenges.

The principle on which to lead a company is to establish one standard of courage that all must reach.

To muster their troops and bring them into danger: This may be termed the responsibility of generals.

If invading enemy territory, penetrating deeply causes cohesion, whereas penetrating shallowly causes dispersion.

Excellent generals should not ignore any of the many varieties of battleground.

If instructing officers and troops to accomplish tasks, do not let them know the intentions; instruct them to gain advantages, but tell them nothing of the dangers involved.

To muster their groups and bring them into danger: This may be termed the responsibility of leaders.

If encroaching competitive domains, penetrating deeply causes cohesion, whereas penetrating shallowly causes dispersion.

Excellent leaders should not ignore any of the many varieties of situation.

If instructing associates to accomplish tasks, do not let them know the intentions. Instruct associates to gain advantages, but tell them nothing of the dangers involved.

1.	Sun Zi said: The art of war recognizes many varieties of battleground (Tables A16.1,2).—	Sun Zi said: The Game of Business recognizes many varieties of situation (Tables A16.1,2).—
1.1.	<i>Dispersive battleground</i> is when warlords are fighting in their own territory (Table A16.1).	<i>Dispersive situations</i> are when leaders are advancing in their own areas (Table A16.1).
1.2.	<i>Easy battleground</i> is when warlords have penetrated into enemy territory, but to no great extent (Table A16.1).	<i>Easy situations</i> are when leaders have penetrated into competitive areas, but to no great extent (Table A16.1).
1.3.	<i>Key battleground</i> is that which gives advantage to the army in control of it (Table A16.1).	<i>Key situations</i> are those that give advantage to the company in control of them (Table A16.1).
1.4.	<i>Accessible battleground</i> is that which can be freely traversed by everyone (Table A16.1).	<i>Accessible situations</i> are those that can be freely traversed by everyone (Table A16.1).

1.5.	<i>Central battleground</i> is that in which important paths intersect, so it gives supremacy to the army that controls it (Table A16.1).	<i>Central situations</i> are those in which important paths intersect, so they give supremacy to the company that controls them (Table A16.1).
1.6.	<i>Serious battleground</i> is when armies have penetrated into the heart of enemy territory, leaving several fortified cities and towns in their rears (Table A16.2).	<i>Serious situations</i> are when companies have penetrated into the hearts of competitive areas, leaving several fortified positions in their rears (Table A16.2).
1.7.	<i>Difficult battleground</i> is an area that is hard to traverse, such as (Table A16.2)—	<i>Difficult situations</i> are areas that are hard to traverse, such as (Table A16.2)—
1.7.1.	Forested mountains,	Significant uncertainty,
1.7.2.	Dangerous mountain passes,	Demanding endeavors,
1.7.3.	Swamps and marshes, and	Quandaries, and

1.7.4.	Difficult paths and roads.	Quagmires.
1.8.	<i>Constricted battleground</i> is that reached through narrow gaps, and from which we can only retire by tortuous paths, so that a small number of enemy soldiers would suffice to defeat a large group of our people (Table A16.2).	<i>Constricted situations</i> are those reached through narrow gaps, and from which we can only retire by tortuous paths, so that a small number of opponents would suffice to defeat a large group of our people (Table A16.2).
1.9.	<i>Desperate battleground</i> is when we can only be saved from death by fighting without delay (Table A16.2).	<i>Desperate situations</i> are when we can only be saved from failure by advancing without delay (Table A16.2).

2.	Therefore, the following strategies should generally be used by generals, depending on the battleground (Tables A16.1,2):	Therefore, the following strategies should generally be used by leaders, depending on the situation (Tables A16.1,2):
2.1.	In Dispersive battleground, do not engage in battle (Table A16.1);	In Dispersive situations, do not compromise (Table A16.1);
2.2.	In Easy battleground, do not halt (Table A16.1);	In Easy situations, do not halt (Table A16.1);
2.3.	In Key battleground, do not attack (Table A16.1);	In Key situations, do not provoke (Table A16.1);
2.4.	In Accessible battleground, do not try to block the enemy's path (Table A16.1);	In Accessible situations, do not try to block alternative companies' paths (Table A16.1);
2.5.	In Central battleground, join your allies (Table A16.1);	In Central situations, join your allies (Table A16.1);

2.6.	In Serious battleground, gather the enemy's resources (Table A16.2);	In Serious situations, gather in assets (Table A16.2);
2.7.	In Difficult battleground, keep steadily advancing (Table A16.2);	In Difficult situations, keep steadily advancing (Table A16.2);
2.8.	In Constricted battleground, strategize (Table A16.2); and	In Constricted situations, strategize (Table A16.2); and
2.9.	In Desperate battleground, fight (Table A16.2).	In Desperate situations, compromise (Table A16.2).

3.	Those who were called skillful generals of old knew how to—	Those who were called skillful leaders of old knew how to—
3.1.	Drive wedges between the enemy's front and rear,	Remove wedges between the company's experienced and inexperienced,
3.2.	Prevent cooperation between the enemy's large and small divisions,	Aid cooperation between the company's large and small divisions,
3.3.	Hinder enemy troops from rescuing each other, and	Help good associates rescue the bad, and
3.4.	Hinder enemy officers from rallying their troops.	Help team leaders rally their teammates.
4.	When enemy troops were scattered, the skillful generals of old managed to keep them disorganized.	When associates were separated, the skillful leaders of old managed to keep them organized.

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| 5. | If it is to your advantage, make a forward move; if otherwise, stop still. | If it is to your advantage, make a forward move; if otherwise, stop still. |
| 6. | If asked how to cope with an approaching enemy that is larger and organized, I should say, “Begin by seizing something the enemy values, so they will accede to your demands.” | If asked how to cope with many, dissatisfied customers that are leaving, I should say, “Begin by creating something your customers value, so they will purchase your tools and services.” |

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| 7. | Rapidity is the essence of war; use the enemy's unreadiness; make your way by unexpected routes; and attack unguarded spots. | Rapidity is the essence of business; use associates' readiness; make your way by unexpected routes; and pursue unguarded spots. |
| 8. | An invading army should observe the following principles: | An encroaching company should observe the following principles: |
| 8.1. | If you go far into enemy territory, your army must have great unity, so defenders cannot prevent your victory; | If you go far in a competitive situation, your company must have great unity, so defenders cannot prevent your success; |
| 8.2. | Get food from the enemy and use their resources, so your army has enough supplies and food; | Learn from customers and use their resources, so your company has enough knowledge and skill; |
| 8.3. | Carefully study the well-being of your people, and do not overtax them; | Carefully study the well-being of your people, and do not overtax them; |

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| 8.4. | Concentrate your energy
and hoard your strength; | Concentrate your energy
and hoard your strength; |
| 8.5. | Keep your army
continually
maneuvering; and | Keep your company
continually progressing;
and |
| 8.6. | Devise unfathomable
plans. | Devise unfathomable
plans. |

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| 9. | If you place armies in positions with no escape, they must confront death, so officers and troops will apply maximum effort to win battles.— | If you place companies in positions with no escape, they must confront failure, so leaders and associates will apply maximum effort to overcome challenges.— |
| 9.1. | If people are trapped in dangerous situations, they lose their sense of fear. | If people are trapped in dangerous situations, they lose their sense of fear. |
| 9.2. | If people have no place of refuge, they will advance firmly. | If people have no place of refuge, they will advance firmly. |
| 9.3. | If people are deep in enemy territory, they will advance cautiously. | If people are deep in a competitive area, they will advance cautiously. |
| 9.4. | If people have no alternative, they will confront defeat. | If people have no alternative, they will confront failure. |
| 10. | Thus, if well-trained troops are deep in enemy territory, they will motivate themselves.— | Thus, if well-trained associates are deep in competitive areas, they will motivate themselves.— |

10.1.	Without waiting to be instructed, troops will be vigilant.	Without waiting to be instructed, associates will be vigilant.
10.2.	Without waiting to be asked, troops will do your will.	Without waiting to be asked, associates will do your will.
10.3.	Without being restricted, troops will support you.	Without being restricted, associates will support you.
10.4.	Without being directed, troops will be reliable.	Without being directed, associates will be reliable.
11.	Prohibit the taking of omens, and do away with superstitious doubts. Then, until death itself comes, no calamity need be feared.	Prohibit the taking of omens, and do away with superstitious doubts. Then, until failure itself comes, no calamity need be feared.

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| 12. | If our soldiers are not overburdened with wealth, it is not because they detest money; if they do not fear for their lives, it is not because they do not desire longevity. | If our associates are not overburdened with wealth, it is not because they detest money; if they do not fear for their reputations, it is not because they do not desire appreciation. |
| 13. | On the day your troops are ordered out to battle, they may object. Some may be standing up expressing their opinions, and some may be sitting down letting the thoughts run through their minds, but let them be cornered, and they will display tremendous courage. | On the day your associates are ordered out to action, they may object. Some may be standing up expressing their opinions, and some may be sitting down letting the thoughts run through their minds, but let them be cornered, and they will display tremendous courage. |

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| 14. | <p>The skillful tactician may be likened to the type of snake, found in the Chung mountains, called Shuai Ran. Strike at its head, and you will be attacked by its tail; strike at its tail, and you will be attacked by its head; strike at its middle, and you will be attacked by head and tail both. Asked if an army can be made to imitate the Shuai Ran, I should answer, “Yes.”</p> | <p>The skillful tactician may be likened to the type of snake, found in the Chung mountains, called Shuai Ran. Strike at its head, and you will be attacked by its tail; strike at its tail, and you will be attacked by its head; strike at its middle, and you will be attacked by head and tail both. Asked if a company can be made to imitate the Shuai Ran, I should answer, “Yes.”</p> |
| 15. | <p>Two people may be enemies; yet, if they are both crossing a river in the same boat and are caught by a storm, they will assist each other as one hand helps another.</p> | <p>Two people may be opponents; yet, if they are both crossing an obstacle under the same circumstances and are entrapped by turmoil, they will assist each other as one hand helps another.</p> |

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| 16. | Hence, it is insufficient to rely on tethering horses, and burying chariot wheels, for the purpose of controlling your troops. | Hence, it is insufficient to rely on securing associates, and hiding trade secrets, for the purpose of controlling your company. |
| 17. | The principle on which to lead an army is to establish one standard of courage that all must reach. | The principle on which to lead a company is to establish one standard of courage that all must reach. |
| 18. | Determining how to make the best of strong and weak is a process involving proper use of terrain. | Determining how to make the best of strong and weak is a process involving proper use of situations. |
| 19. | Thus, skillful warriors lead their armies as if they were leading a single person, so all parts must coordinate. | Thus, skillful businesspeople lead their companies as if they were leading a single person, so all parts must coordinate. |

20.	<u>Essential Characteristics of Generals</u> are—	<u>Essential Characteristics of Leaders</u> are—
20.1.	Calm, if thinking;	Calm, if thinking;
20.2.	Mysterious, if strategizing; and	Mysterious, if strategizing; and
20.3.	Just, if maintaining order.	Just, if maintaining order.
21.	Generals must be able to withhold strategic information from their officers and troops, so secrecy is ensured.	Foremost leaders must be able to withhold strategic information from their team leaders and associates, so secrecy is ensured.
22.	By changing their arrangements and plans, generals keep others from understanding them. By shifting their campsites and taking indirect paths, generals keep others from anticipating them.	By changing their arrangements and plans, leaders keep others from understanding them. By shifting their establishments and taking indirect paths, leaders keep others from anticipating them.
23.	Skillful warriors lead armies—	Skillful businesspeople lead companies—

23.1.	Up great heights and, at the critical moment, remove the ladder that led them up;	Through significant progress and, at the critical moment, make it impossible to retreat, if they have a deadline;
23.2.	Deep into enemy territory and then, after capturing the enemy and commandeering food, reveal their intentions; and	Deep into competitive areas and then, after acquiring customers and earning funds, reveal their intentions; and
23.3.	Like shepherds driving flocks of sheep, because they change troops' instructions without their underlying goals being understood.	Like shepherds driving flocks of sheep, because they change associates' instructions without their underlying goals being understood.
24.	To muster their troops and bring them into danger: This may be termed the responsibility of generals.	To muster their groups and bring them into danger: This may be termed the responsibility of leaders.
25.	The following aspects of war must be studied:	The following aspects of business must be studied:

25.1.	Different measures suited to the many varieties of battleground,	Different measures suited to the many varieties of situation,
25.2.	Advisability of offensive or defensive tactics, and	Advisability of aggressive or defensive tactics, and
25.3.	Fundamental laws of human nature.	Fundamental laws of human nature.

26.	If invading enemy territory, penetrating deeply causes cohesion, whereas penetrating shallowly causes dispersion.—	If encroaching competitive domains, penetrating deeply causes cohesion, whereas penetrating shallowly causes dispersion.—
26.1.	<i>Critical battleground</i> is when you leave your territory, and lead your army through borders of enemy territory.	<i>Critical situations</i> are when you leave your domain, and lead your company through barriers of competitive areas.
26.2.	<i>Easy battleground</i> is when you penetrate shallowly into enemy territory.	<i>Easy situations</i> are when you penetrate shallowly into competitive areas.
26.3.	<i>Serious battleground</i> is when you penetrate deeply into enemy territory.	<i>Serious situations</i> are when you penetrate deeply into competitive areas.
26.4.	<i>Central battleground</i> is when you are at the intersections of important paths.	<i>Central situations</i> are when you are at the intersections of important paths.

26.5.	<i>Constricted battleground</i> is when you have risky areas behind you, and narrow gaps ahead.	<i>Constricted situations</i> are when you have risky areas behind you, and narrow gaps ahead.
26.6.	<i>Desperate battleground</i> is when you have no place of refuge.	<i>Desperate situations</i> are when you have no place of refuge.
27.	Therefore, depending on the battleground, generals of an invading army should use the following strategies (Table A17):	Therefore, depending on the situation, leaders of an encroaching company should use the following strategies (Table A17):
27.1.	In Dispersive battleground, inspire your people with unity of purpose;	In Dispersive situations, inspire your people with unity of purpose;
27.2.	In Easy battleground, see that there are close connections between all parts of your army;	In Easy situations, see that there are close connections between all parts of your company;
27.3.	In Key battleground, hurry forward;	In Key situations, hurry your inexperienced;

27.4.	In Accessible battleground, keep vigilant eyes on your defenses;	In Accessible situations, keep vigilant eyes on your defenses;
27.5.	In Central battleground, consolidate your alliances;	In Central situations, consolidate your alliances;
27.6.	In Serious battleground, ensure continuous supplies of food;	In Serious situations, ensure continuous streams of supplies;
27.7.	In Difficult battleground, keep pushing on along the path;	In Difficult situations, keep pushing on along the path;
27.8.	In Constricted battleground, block any way of retreat; and	In Constricted situations, block any way of retreat; and
27.9.	In Desperate battleground, fight as if retreat is hopeless.—	In Desperate situations, show your associates the hopelessness of retreat.—

27.9.1.	It is troops' inclination to offer stubborn resistances, if surrounded; to work hard, if they cannot help themselves; and to comply promptly, if they have fallen into danger.	It is associates' inclination to offer stubborn resistances, if surrounded; to work hard, if they cannot help themselves; and to comply promptly, if they have fallen into danger.
28.	We cannot enter into alliances with neighboring armies until we are acquainted with their plans.	We cannot enter into alliances with neighboring companies until we are acquainted with their plans.
29.	We are not fit to lead an army unless we are familiar with the features of the field: Its mountains and forests, its swamps and marshes, its difficult paths and roads.	We are not fit to lead a company through development unless we are familiar with the features of the field: Its peaks and uncertainties, its pitfalls and dangers, its quandaries and quagmires.

30.

We shall be unable to
benefit from natural
advantages unless we use
local guides.

We shall be unable to
benefit from natural
advantages unless we use
local guides.

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| 31. | Excellent generals should not ignore any of the many varieties of battleground. | Excellent leaders should not ignore any of the many varieties of situation. |
| 32. | If excellent generals attack a powerful enemy, they prevent concentrations of the enemy's troops. | If excellent leaders pursue a challenging goal, they aid concentrations of the company's associates. |
| 33. | Excellent generals are impressive to enemies, and enemies are afraid to ally against them. | Excellent leaders are impressive to opponents, and opponents are afraid to ally against them. |
| 34. | Hence excellent generals do not strive to ally themselves with enemies, nor do they foster the power of enemies. Instead, they accomplish their plans by keeping enemies impressed. Thus, they are able to conquer cities and win. | Hence excellent leaders do not strive to ally themselves with opponents, nor do they foster the power of opponents. Instead, they accomplish their plans by keeping opponents impressed. Thus, they are able to earn supporters and succeed. |

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| 35. | Bestow rewards without regard to norms; issue orders without regard to usual rules. | Bestow rewards without regard to norms; issue orders without regard to usual rules. |
| 36. | Direct an army as if instructing one person. | Direct a company as if instructing one person. |
| 37. | If instructing officers and troops to accomplish tasks, do not let them know the intentions; instruct them to gain advantages, but tell them nothing of the dangers involved. | If instructing associates to accomplish tasks, do not let them know the intentions; instruct them to gain advantages, but tell them nothing of the dangers involved. |

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| 38. | If an army is placed in vital danger, it is capable of averting death, and creating victory. Therefore, if you place your army in— | If a company is placed in vital danger, it is capable of averting failure, and creating success. Therefore, if you place your company in— |
| 38.1. | Dangerous situations, it can remain safe; and | Dangerous situations, it can remain safe; and |
| 38.2. | Desperate battleground, it can survive. | Desperate situations, it can survive. |
| 39. | Victory in war is gained by carefully accommodating ourselves to the enemy's purposes. | Success in business is gained by carefully accommodating ourselves to customers' purposes. |
| 40. | By concentrating our army on one position, we will reach our goal, even if we began far from it. This is referred to as skillful accomplishment. | By concentrating our company on one position, we will reach our goal, even if we began far from it. This is referred to as skillful accomplishment. |
| 41. | Thus, if your initial military plan is established— | Thus, if your initial business plan is established— |
| 41.1. | Close border gates, | Create barriers to entry, |

41.2.	Cancel travel permits, and	Sign contracts, and
41.3.	Stop the passage of emissaries from other armies.	Protect secret information from other companies.
42.	Intently finalize military preparations in a safe place.	Intently finalize business preparations in a safe place.
43.	Anticipate the enemy by seizing something they value, and keep secret the time of your attacks.	Anticipate customers by creating something they value, and keep secret the time of your future activities.
44.	Walk in the path defined by leadership, and accommodate yourself to the enemy until you can execute a decisive action.	Walk in the path defined by leadership, and accommodate yourself to customers until you can execute a decisive action.

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| 45. | Thus, at first, be coy as an unmarried person, so the enemy gives you openings. If the enemy gives you openings, you must use them. | Thus, at first, be coy as an unmarried person, so people give you opportunities. If people give you opportunities, you must use them. |
| 46. | After using openings, be fast as an escaping rabbit, and it will be too late for the enemy to catch you. | After using opportunities, be fast as an escaping rabbit, and it will be too late for opponents to oppose you. |

12. Attacking with Fire | Progressing Fervently

If the conditions are met to launch an attack with fire, use the Five Ways of Attacking with Fire.

The army must know the Seven Strategies for Attacking with Fire.

Enlightened rulers lay their plans well ahead; good generals cultivate their resources.

If the conditions are met to accomplish a fervent pursuit, use the Five Gains of Progressing Fervently.

The company must know the Seven Strategies for Progressing Fervently.

Enlightened mentors lay their plans well ahead; good leaders cultivate their resources.

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| 1. | Sun Zi said: There are <u>Five Ways of Attacking with Fire</u> : | Sun Zi said: There are <u>Five Gains of Progressing Fervently</u> : |
| 1.1. | First is to burn enemy <i>soldiers</i> , | First is to gain <i>teammates</i> , |
| 1.2. | Second is to burn enemy <i>stockpiles</i> , | Second is to gain <i>reserves</i> , |
| 1.3. | Third is to burn enemy <i>equipment</i> , | Third is to gain <i>equipment</i> , |
| 1.4. | Fourth is to burn enemy <i>armories</i> , and | Fourth is to gain <i>inventory</i> , and |
| 1.5. | Fifth is to burn <i>paths by which resources can reach the enemy</i> . | Fifth is to gain <i>paths by which resources may reach the company</i> . |
| 2. | To launch an attack with fire, the following conditions must be met: | To accomplish a fervent pursuit, the following conditions must be met: |
| 2.1. | <i>Equipment and materials for attacking with fire</i> should always be ready; | <i>Equipment and materials for fervent pursuits</i> should always be ready; |

2.2.	<i>Proper time for attacking with fire</i> is when the weather is dry; and	<i>Proper time for fervent pursuit</i> is when the environment is dull; and
2.3.	<i>Proper days for starting attacks with fire</i> must be carefully evaluated, to ensure wind.	<i>Proper days for starting fervent pursuits</i> must be carefully evaluated, to ensure fervor.

3.	In attacking with fire, one should properly use the <u>Seven Strategies for Attacking with Fire</u> (Table A18):	In pursuing fervently, one should properly use the <u>Seven Strategies for Progressing Fervently</u> (Table A18):
3.1.	If fire appears inside the enemy's encampment, prepare quickly to attack;	If fervor appears inside your establishment, prepare quickly to advance;
3.2.	If fire appears inside the enemy's encampment, but the enemy soldiers remain quiet, wait patiently and do not attack;	If fervor appears inside your establishment, but your associates remain quiet, wait patiently and do not advance;
3.3.	If the effect of the fire brings practicable opportunities, quickly attack;	If the force of fervor brings practicable opportunities, quickly advance to use them;
3.4.	If the effect of the fire brings no practicable opportunities, quickly stop attacking;	If the force of fervor brings no practicable opportunities, quickly stop advancing;

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| 3.5. | If means are available for attacking with fire, begin attacking at a favorable moment—do not wait for fire to appear in the enemy’s encampment; | If means are available for fervent pursuit, begin advancing at a favorable moment—do not wait for fervor to appear in the company; |
| 3.6. | If you start an attack with fire, be on the side of the fire from which the wind is blowing—do not attack the side of the fire that is in the direction in which the wind is blowing; and | If you start a fervent pursuit, be in an advantageous position—do not advance to a disadvantageous position; and |
| 3.7. | If wind rises and lasts during the day, it will likely fall during the night. | If fervor rises and lasts in easy situations, it will fall in difficult situations. |

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| 4. | The army must know the Seven Strategies for Attacking with Fire, and vigilantly calculate the conditions for their use. | The company must know the Seven Strategies for Progressing Fervently, and vigilantly calculate the conditions for their use. |
| 5. | Thus, those who use fire to aid attacks are intelligent, and those who use water to aid attacks are powerful. | Thus, those who use fervor to aid progress are intelligent, and those who use external resources to aid progress are powerful. |
| 6. | Using water, the enemy can be isolated, but their equipment and supplies cannot be destroyed. | Using external resources, progress may be made, but success is limited. |

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| 7. | Unhappy are the fates of those who try to win battles and secure land without cultivating the spirit of enterprise, for the result is waste of time and general stagnation. | Unhappy are the fates of those who try to overcome their challenges and succeed in their pursuits without cultivating the spirit of enterprise, for the result is waste of time and general stagnation. |
| 8. | Hence the saying, “Enlightened rulers lay their plans well ahead; good generals cultivate their resources.”— | Hence the saying, “Enlightened mentors lay their plans well ahead; good leaders cultivate their resources.”— |
| 8.1. | Do not move unless you see an advantage. | Do not move unless you see an advantage. |
| 8.2. | Do not use your troops unless there is something to gain. | Do not use your associates unless there is something to gain. |
| 8.3. | Do not fight unless the position is critical. | Do not compete unless the position is critical. |

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| 9. | If it is advantageous, move;
if moving is
disadvantageous, stay
where you are.— | If it is advantageous, move;
if moving is
disadvantageous, stay
where you are.— |
| 9.1. | No rulers should order
simply out of anger,
because anger may in
time change to
gladness, but an army
that has once been
destroyed can never
come again into being. | No mentors should
advise simply out of
anger, because anger
may in time change to
gladness, but a
company that has once
been destroyed can
never come again into
being. |
| 9.2. | No generals should
enter into war simply out
of resentment, because
vexation may be
followed by content, but
time can never be
returned. | No leaders should enter
into business simply out
of resentment, because
vexation may be
followed by content, but
time can never be
returned. |

10.

Thus, enlightened rulers are prudent, and good generals are cautious. This is the way to keep a state secure and an army intact.

Thus, enlightened mentors are prudent, and good leaders are cautious. This is the way to keep a business secure and a company intact.

13. Using Intelligence | Using Information

Given that victory can be decided in a day, to remain ignorant of conditions simply because one grudges spending a small portion of daily expense as compensation for services, is the height of negligence.

What enables wise rulers and good generals to achieve victories beyond the reach of average people, is foreknowledge.

When the Five Kinds of Spy are used together, none can discover the system; it is a supreme system and is generals' most precious asset.

One cannot make certain the truth of information without subtle ingenuity.

Given that success can be decided in a day, to remain ignorant of conditions simply because one grudges spending a small portion of daily expense as compensation for services, is the height of negligence.

What enables wise mentors and good leaders to achieve successes beyond the reach of average people, is foreknowledge.

When the Five Kinds of Information are used together, none can discover the system. It is a supreme system and is leaders' most precious asset.

One cannot make certain of the truth of information without subtle ingenuity.

The end and aim of the Five Kinds of Spy is knowledge of conditions; this knowledge can only be derived, in the first instance, from Converted spies.

Intelligence is an extraordinarily important resource, because on it depends an army's ability to make decisions.

The end and aim of the Five Kinds of Information is knowledge of conditions; this knowledge can only be derived, in the first instance, from Converted information.

Information is an extraordinarily important resource, because on it depends a company's ability to make decisions.

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| 1. | Sun Zi said: Developing an army of many people and dispatching them great distances entails— | Sun Zi said: Developing a group of many people and advancing them through great amounts of progress entails— |
| 1.1. | Heavy cost on the people and a drain on the army's resources, | Heavy cost on associates and a drain on the company's resources, |
| 1.2. | Daily expense amounting to a significant value, | Daily expense amounting to a significant value, |
| 1.3. | Commotion internally and externally making people exhausted, and | Commotion internally and externally making people exhausted, and |
| 1.4. | Many families impeded in their productivity. | Many teams impeded in their productivity. |
| 2. | Opposing armies may face each other for years, striving for victory that is decided in a day. | Competitive companies may face each other for years, striving for success that is decided in a day. |

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| 3. | Given that victory can be decided in a day, to remain ignorant of conditions simply because one grudges spending a small portion of daily expense as compensation for services, is the height of negligence. | Given that success can be decided in a day, to remain ignorant of conditions simply because one grudges spending a small portion of daily expense as compensation for services, is the height of negligence. |
| 4. | Those who remain ignorant of conditions cannot— | Those who remain ignorant of conditions cannot— |
| 4.1. | Lead people, | Lead people, |
| 4.2. | Help their rulers, nor | Help their mentors, nor |
| 4.3. | Master victory. | Master success. |

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| 5. | Thus, what enables wise rulers and good generals to achieve victories beyond the reach of average people, is foreknowledge. | Thus, what enables wise mentors and good leaders to achieve successes beyond the reach of average people, is foreknowledge. |
| 6. | The foreknowledge that enables extraordinary achievements cannot be obtained by— | The foreknowledge that enables extraordinary achievements cannot be obtained by— |
| 6.1. | Spirits and gods; | Spirits and gods; |
| 6.2. | Experience, inductively; nor | Experience, inductively; nor |
| 6.3. | Deductive calculation. | Deductive calculation. |
| 7. | Knowledge of conditions can only be obtained from investigation. | Knowledge of conditions can only be obtained from investigation. |
| 8. | Hence the use of <u>Five Kinds of Spy</u> : | Hence the use of <u>Five Kinds of Information</u> : |
| 8.1. | <i>Local spies</i> —inhabitants of the enemy's homeland; | <i>Local information</i> —discovered by specialists; |

8.2.	<i>Inward spies</i> —enemy officials employed by us;	<i>Inward information</i> —what your company discovers about itself;
8.3.	<i>Converted spies</i> —enemy spies employed by us;	<i>Converted information</i> —what you learn from customers about your company;
8.4.	<i>Doomed spies</i> —traitorous spies deliberately given false information; and	<i>Doomed information</i> —misleads your company from advantage; and
8.5.	<i>Surviving spies</i> —spies who have returned from enemy territory with information.	<i>Exploratory information</i> —an experimental result.
9.	When these Five Kinds of Spy are used together, none can discover the system; it is a supreme system, and is generals' most precious asset.	When these Five Kinds of Information are used together, none can discover the system; it is a supreme system, and is leaders' most precious asset.

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| 10. | Thus, no relationships in the whole army are more intimate than those maintained with people who discover useful information. | Thus, no relationships in the whole company are more intimate than those maintained with people who discover useful information. |
| 11. | No rewards should be more generous than those given for discovering useful information. | No rewards should be more generous than those given for discovering useful information. |

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| 12. | In the matter of information, the greatest secrecy should be preserved. | In the matter of information, the greatest secrecy should be preserved. |
| 13. | Information cannot be used beneficially without wisdom. | Information cannot be used beneficially without wisdom. |
| 14. | Information cannot be properly managed without benevolence and straightforwardness. | Information cannot be properly managed without benevolence and straightforwardness. |
| 15. | One cannot make certain of the truth of intelligence without subtle ingenuity. | One cannot make certain of the truth of information without subtle ingenuity. |
| 16. | Be extremely subtle, and use your people to discover information for every kind of war. | Be extremely subtle, and use your people to discover information for every kind of business. |

17.

If a secret piece of information is prematurely revealed by your spies who discovered it, they must be put to death together with the people to whom the secret was told.

If a secret piece of information is prematurely revealed by your associates who discovered it, they must be prosecuted to the fullest extent of the law together with the people to whom the secret was told.

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| 18. | Whether the object is to capture an army, conquer a city, or assassinate an individual, it is always necessary to begin by learning about the target's— | Whether the object is to overtake a company, gain multiple customers, or acquire an individual customer, it is always necessary to begin by learning about the target's— |
| 18.1. | Commanders, | Directors, |
| 18.2. | Supporting officers, | Assistants, |
| 18.3. | Consultants, and | Consultants, and |
| 18.4. | Guards. | Investors. |
| 19. | Our people must be commissioned to ascertain this information. | Our people must be commissioned to ascertain this information. |

20.	Enemies who have come to spy on us must be sought out, tempted with compensation, guided, and treated well. Thus, we will gain Converted spies.	Customers who have come to test our tools and services must be sought out, tempted with compensation, guided, and treated well. Thus, we will discover Converted information.
21.	It is through Converted spies that we can—	It is through Converted information that we can—
21.1.	Know the situations of the enemy,	Know the situations of customers,
21.2.	Acquire and use Local and Inward spies,	Acquire and use Local and Inward information,
21.3.	Use Doomed spies to mislead the enemy, and	Stop Doomed information from misleading us, and
21.4.	Use Surviving spies on appointed occasions.	Use Exploratory information on appointed occasions.

22.

The end and aim of the Five Kinds of Spy is knowledge of conditions; this knowledge can only be derived, in the first instance, from Converted spies. Hence, it is essential that Converted spies be treated with maximum generosity.

The end and aim of the Five Kinds of Information is knowledge of conditions; this knowledge can only be derived, in the first instance, from Converted information. Hence, it is essential that people who discover Converted information be treated with maximum generosity.

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| 23. | In general, the rise of dynasty <i>b</i> is due to a person who had served under <i>a</i> . Likewise, the rise of dynasty <i>c</i> is generally due to a person who had served under <i>b</i> . | In general, the rise of business <i>b</i> is due to a person who had served under <i>a</i> . Likewise, the rise of business <i>c</i> is generally due to a person who had served under <i>b</i> . |
| 24. | Hence, only enlightened rulers and wise generals will use the highest intelligence of the army for purposes of investigation, and thereby achieve great results. | Hence, only enlightened mentors and wise leaders will use the highest intelligence of the company for purposes of investigation, and thereby achieve great results. |
| 25. | Intelligence is an extraordinarily important resource, because on it depends an army's ability to make decisions. | Information is an extraordinarily important resource, because on it depends a company's ability to make decisions. |

Conclusion

Main Question Explored by Game of Business

If your company is threatened by an opponent, what is your company's best response?

Game of Business' principles indicate that if your company is not threatened, it should not intentionally damage another. If no unthreatened company intentionally damages another, complete success is more likely to be achieved.

Principle 11-5 states, "If it is to your advantage, make a forward move; otherwise, stop still." So, for all decisions, not just the response to a threat, stop unless you are reasonably sure that proceeding is advantageous. The following principles explain factors that make it rarely advantageous to intentionally compete against another company:

- Principle 1-2.1 states, "Moral Influence causes associates to be in complete accord with you; thus, associates will share in success and failure, undismayed by any danger." Moral Influence is the result of proving that your intention is to ensure the mutual benefit of all involved. If your associates know that your effort is for their betterment, and their intentions are aligned with yours, they will want to continue associating with you. If you and your associates benefit simultaneously, everyone will be more fulfilled. If you compete with your past performance, rather than external opponents, your success will be limitless.

- Principle 2-3 states, "When you engage in actual struggling, if success is long in coming, then associates' minds will grow dull and their ardor will be damped. If you focus solely on acquiring unadaptable customers, you will exhaust your strength." Accordingly, it recommends that your great object be success, not lengthy operations. Since intentionally damaging another company will likely increase your company's struggle, it should be avoided.
- Principle 3-[4,5] states, "Skillful leaders achieve success without losing associates or struggling to instruct them." Since intentionally damaging another company will likely increase your company's struggle and loss of associates, it should be avoided.
- Principle 6-27 states, "Associates achieve their successes in relation to the challenges they are facing." If you compare your company with another company, your success will be limited to within range of the other company's; however, if you are compared with your past performance, your success will be maximized.
- Principle 13-1 states, "Developing a company of many people and advancing them through great amounts of progress entails heavy cost on the company." To minimize cost, minimize the necessary development and amount of progress required to achieve its mission. Since intentionally damaging another company will most likely increase the amount of progress your company must make to achieve success, thereby increasing the likelihood of failure, it should be avoided.

As threats are assessed, intentionally damaging another company is a valid response that must be considered. The following principles explain factors to guide your decision to intentionally compete against another company:

- Principle 3-11 states, "Thus, we may know there are Five Predictors of Success: Knowing when to compete and when not to compete; knowing how to handle both superior and inferior companies; animating companies by the same spirit throughout all their ranks; prepared themselves, waiting to acquire unadaptable customers; and being capable and not interfered with by mentors. " One of the Five Predictors of Success is knowing when to compete, so there are times when competing is the optimal decision.
- Principle 10-7 states, "If competing is sure to result in success, then you must compete even though the mentors advised that competition should be avoided; if competing will not result in success, then you must not compete even though the mentors advised you to do so. " If competing can result in success, and success is the ultimate goal, then competing is a valid response that must be thoroughly considered. Consider the ways in which competing leads to success, and the associated sacrifices.

Questions About Game of Business for Sun Zi's Art of War Translators

- After reading *Game of Business*, what changes do you think should be made to its transformation of your translation of Sun Zi's *Art of War*, and how would you change its transformation of your translation?

Questions About Game of Business for You

- Why should *Game of Business*' principles be used in business?
- How can *Game of Business*' reasoning system be tested to optimize business strategy?
- How can *Game of Business* be used to help improve your decision-making skills?
- What can *Game of Business* do to improve your living standard?
- What decisions can *Game of Business* help with?
- Do you see anything wrong with *Game of Business* that makes you question its validity?
- How well did *Game of Business* meet your expectations?
- What improvements would you make to *Game of Business*' transformation of Sun Zi's *Art of War*? How would you improve *Game of Business*' transformation of Sun Zi's *Art of War*?

Send feedback to feedback@gameofbusiness.net.

Appendix

Why

Why *Game of Business* was Written

Game of Business was written to—

- Demonstrate the profitable ways of conducting business,
- Guide business decisions, and
- Improve company leadership.

Game of Business presents principles and strategies that were discovered by potentially the most experienced, known strategist, Sun Zi.

Consequently, it will acquaint you with the dangers of business as you are guided through the most fun and useful way to maximize the likelihood of your company's success.

Why *Game of Business*' Principles are Worth Applying

Game of Business' principles are derived from innumerable years of strategically progressing towards a balance of time, freedom, and energy.

Sun Zi had an exceptionally well-balanced life, because he was able to get the goods and services that he needed. At a time when violence was the primary way of getting needed goods and services, he became a master of military strategy. He then conveyed his successful strategies in *Art of War*, so his descendants could use its framework to master basic strategy for military.

Technological progress passed a threshold at which the non-violent exchange of goods and services, enabled through business, yields a greater payoff than the violent alternative. Accordingly, *Game of Business* transforms the framework of Sun Zi's *Art of War*, so it can be used to master basic strategy for business. So, if your ultimate goal is to balance your time, freedom, and energy, applying the principles in *Game of Business* will help you maximize your success.

How

How Game of Business is Written

Sun Zi's Art of War is transformed to Game of Business by the following process:

1. Compare Sun Zi's Art of War translations.
2. Organize the principles of Sun Zi's Art of War systematically.
3. Replace references to the military domain with references to their counterparts in the business domain.

The philosophy (i.e. world model) of Sun Zi's Art of War has two main parts:

- Knowledge base specific to the military domain;
- General, fixed reasoning system that can be applied to decisions in all domains.¹¹

Game of Business is written as if the Art of War's author is speaking directly with you. In this way, it aims to optimize the reader's ability to learn, apply, and extend its philosophy.

Game of Business logically transforms the principles of Sun Zi's Art of War, based on the following ten (10) commentated translations (Tables [1,2]):

1. Lionel Giles' translation, published in 1910, is the first English translation of *the Art of War*.¹
2. Samuel B. Griffith's translation is written from the perspective of an experienced military officer.²
3. Thomas Cleary's translation is concise enough to fit in a pocket.³
4. R.L. Wing's translation transforms the philosophy of *the Art of War* to the strategy domain.⁴
5. Roger T. Ames' translation is written with a thorough knowledge of the history of the creation of *the Art of War*.⁵
6. C. C. Low and Associates's translation and pictorial series includes investigations of approximately 1/3 of the principles in *the Art of War* ($90/280 \approx 1/3$).⁶
7. Ralph D. Sawyer's translation is written with a thorough knowledge of the history of the military philosophy of *the Art of War*.⁷
8. John Minford's translation directly compares the English translation to the original Chinese characters.⁸
9. Chow Hou Wee's translation is written with a thorough knowledge of Classical Chinese language and philosophy.⁹
10. Victor Mair's translation is written from the perspective that *the Art of War* is a collaboration over generations.¹⁰

Table 1: Differences between primary sources (by publication date)

Translator	Publication Date	Unique Features
Lionel Giles	1910	British sinologist; fluent English prose style
Samuel B. Griffith	1963	Military general and strategist
R. L. Wing	1988	Designed to reduce conflict in life; thought-experiments in strategy
Ralph D. Sawyer	1996	Western scholar of ancient Chinese war, and businessman; history and material of military
Chow Hou Wee	2003	Notes explain Chinese words, and clarify concepts; cross-referencing of key points in various chapters; summarizing commentary at end of each chapter

Table 2: Differences between secondary sources (by publication date)

Translator	Publication Date	Unique Features
Thomas Cleary	1987	Undercurrent of humanism; commentary by interpreters from 100 to 1100 CE
Roger T. Ames	1993	Interpreter of Chinese philosophy and culture; first translation incorporating texts unearthed in 1972
C. C. Low & As.	1995	Pictorial series of case studies
John Minford	2002	Concise as the original; separates the English translation of each Chinese character
Victor Mair	2007	Professor of Chinese literature; claims Sun Zi's Art of War was a collaboration

How to Apply Game of Business' Principles

Game of Business' principles are divided into skill sets that can be used to guide your company's business decisions (see Table 3), and practiced to improve its leadership. Each chapter covers one idea about business, so you can learn one skill at a time. The skills learned are most effective when applied together fluidly.

Table 3: Making a Decision Without and With Game of Business

Without Game of Business	With Game of Business
Determine propositions.	Determine propositions.
Declare the propositions as facts or assumptions.	Assign degree-of-belief numbers to the propositions, using Game of Business.
Make tenuous decision based on the assumptions made.	Convert degrees of belief into definite decisions, based on the cost of various decisions and the rewards or penalties associated with their outcomes, according to Game of Business. (Use the data tables in the Appendix to compare strategies.)

A proposition is like a question in the form of a statement, so its validity is undecided. It can be assumed true or false to move forward in a decision, or it can be kept as a proposition and its validity can be assigned a degree of belief. While a proposition's validity remains undecided, one's degree of belief of its validity enables one to move forward in a decision.

Game of Business gives measurable goals, and methods to evaluate results, so you can learn and improve your business strategy. For example, when a company fails and its leader dismissed, the cause will surely be found among the Five Dangerous Faults that may affect leaders: Recklessness, cowardice, a hasty temper, a delicacy of honor, and excessive attentiveness to associates (see chapter 8, principles ten through twelve [8-10, 8-12]).

Sun Zi's Art of War was derived through intuitive experimentation, with a practical attitude, because lives are directly at stake in war. Facts were learned by combining philosophical, deep thinking with a keen eye and critical analysis of observations. Game of Business' power comes from its feedback loop of testing business strategy in real-time, and a desire to benefit humankind.

How to Find a Principle in Game of Business

Game of Business' principles can be reached via the table of contents, index, and page format.

Use the Table of Contents

At the beginning of Game of Business, this brief table of contents provides an overview.

Use the Index

At the end of Game of Business, this alphabetical list includes important topics and terms.

Use the Page Format (Figure 1)

1. Chapter number and title.
2. Header showing the topic being discussed on this page.

3. Writing containing a principle. The numeric code consists of the principle's number in the chapter.
 - 3.1. Extra space between principles shows that they are related to different topics within the chapter. The principles are spaced close together when part of the same subtopic, and noticeably farther apart when part of different subtopics. A noticeable space after a principle means that the next principle is part of a different subtopic.
 - 3.2. The principles within a subtopic depend on each other to be understood. Dependent statements are placed close to each other, whereas there is additional space between independent statements.
4. Writing containing a sub-principle. The numeric code consists of the principle's number in the chapter, and sub-principle numbers separated by points.
 - 4.1. An indented principle means that it is part of a set within a principle. The principles are in a sequence contained by the overarching principle above it. Hierarchical statements are denoted by adding a second number to the principle's code, separated by a decimal point (e.g. 4.7. refers to the seventh statement or question of principle 4).

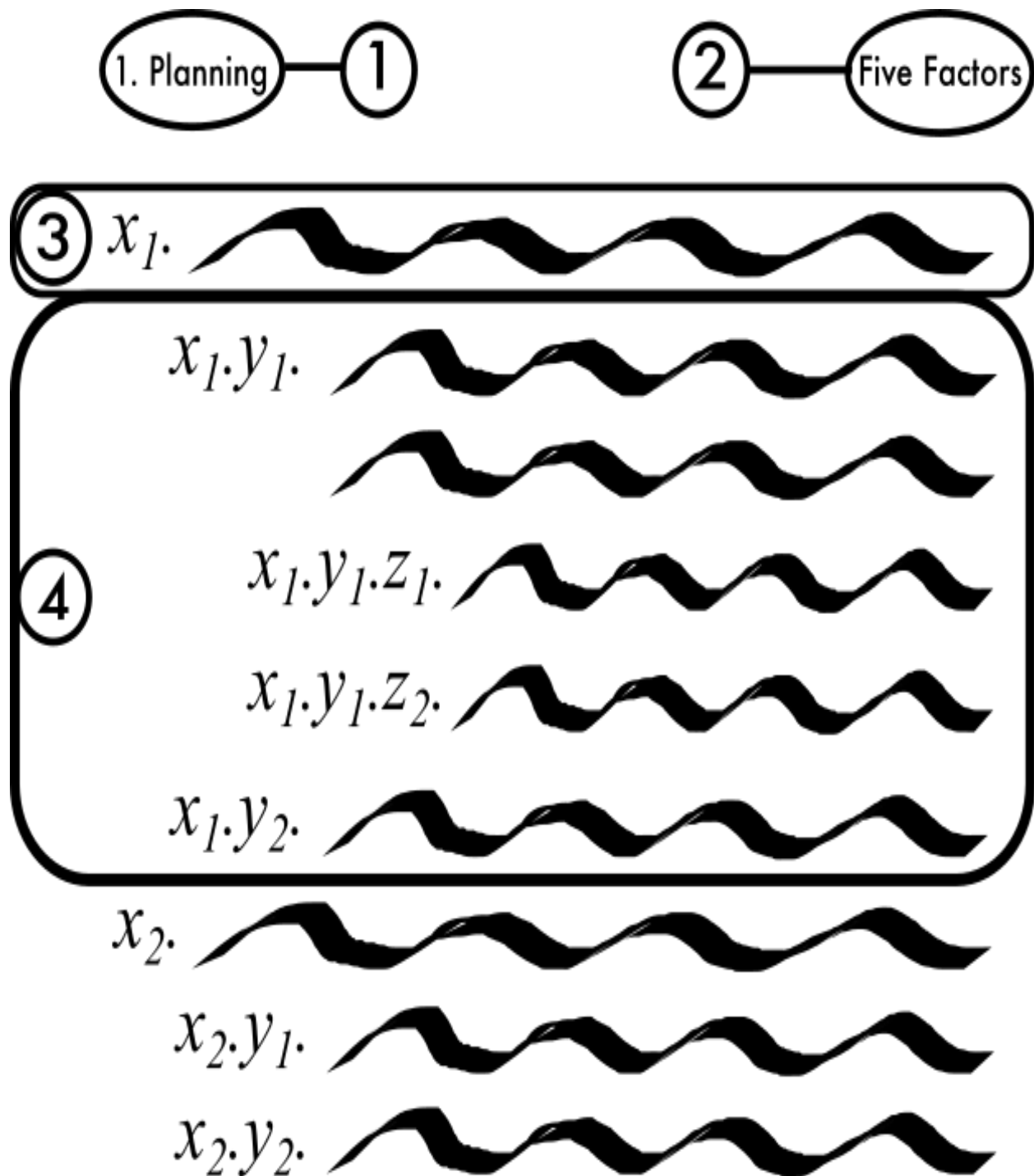


Figure 1: Sample page of Game of Business

What

Subject of Game of Business

You will learn how to lead a company to success, by applying the transformed principles and strategies of Sun Zi's Art of War to business.

Limits of Game of Business

Sun Zi's Art of War derives conclusions by applying logical deduction to a combination of facts and assumptions:

1. The principles that could not be logically deduced as fact are qualified by a set of assumptions;
2. Conclusions are then derived, based on assumptions; and
3. Decisions justified, based on conclusions.

Sun Zi's Art of War manages its assumptions by dynamically asserting and retracting them, as new information is learned. However, it does not specify the conditions nor situations that cause assumptions to be asserted and retracted. So, if two assumptions contradict each other, the contradiction cannot be resolved.

Consider Game of Business' principle 9-4, which states, "If you are careful of your people, and occupy stable positions, the company will be free from disorder of every kind; this will result in success."

Principle 9-4 can be divided and simplified into two conditional statements:

1. If a company is careful and stable, it will be organized.
2. If a company is organized, it will succeed.

Based on principle 9-4, if you assume that your company is organized, you can logically deduce the belief that your company will succeed. If it turns out that your company is careless and unstable, the organized assumption will be retracted, leading you to also retract the belief that your company will succeed.

Consider the following dilemma: If we say “companies succeed,” then deductive logic would be able to infer the expected conclusion when it discovers a company; however, it would fall into an inconsistency if it encounters a company that fails. In contrast, if we say, “If a company is organized, it will succeed,” deductive logic will not be able to reach the expected conclusion by discovering the company, as it would not know whether the company is organized or not.

When determining an ideal strategy, instead of using a method to resolve conflicting assumptions, Game of Business recommends assigning degrees of belief to relevant propositions. Degrees of belief are probabilities that can be revised up or down as new information is learned, to dynamically update the ideal strategy. In this way, degrees of belief alleviate the need for assumptions, or help decide which assumptions to make.

For example, if you assume that a company is organized unless observed otherwise, you will be led to the tenuous belief that the company will succeed. Instead of making this assumption, you can assign a degree of belief to the company's organization, and then use this to derive a corresponding degree of belief in the company's success. You may initially believe that a company is organized with 99% certainty, and later lower your certainty to 50% after observing that the company took a careless and unstable action.¹¹

Game of Business provides guidance to help you act as a strategist, rather than a gambler. However, to resolve instances of circular reasoning, you must assign degrees of belief to the propositions that would otherwise have been made into assumptions.

Scope of Game of Business

View

Viewing business as the logical way to exchange goods and services, Game of Business transforms the principles of Sun Zi's Art of War to business, to create mutually beneficial, team strategies for business.

After witnessing the devastating violence and starvation resulting from war, the Art of War's author, Sun Zi, appears to have been committed to achieving a mutually beneficial, thriving community. For example, principle 9-18 states, "If instructions are consistently followed, it indicates the instructions are mutually beneficial for leaders and associates."

When faced with a situation in which you must choose one of several alternatives, Game of Business recommends learning all the possible alternatives and consequences, and ranking the set of possible consequences, from most to least desired.

Consider if you have to decide whether to outmaneuver or ally with an opponent. What will happen if you ally with them? Maybe over time your main product will become obsolete, and your company will no longer be sustainable. Then again, maybe profit will continue to increase. What happens if you outmaneuver them, to reach your goal before them? It may lead to great success, or the maneuvers will fail, causing harmful expense. Both actions have uncertainty over the resulting outcomes, so the best action must be carefully considered.

Your company will either succeed or fail, depending on your decision. However, there is uncertainty about which outcome will prevail, and the uncertainty is tied to the choice you make. As indicated by principle 9-18, success is more likely if you choose to ally with the opponent, while less likely if you choose to outmaneuver them. However, if you know that the opponent is malicious and untrustworthy, your best response may be to outmaneuver them. Similarly, if a malicious action is taken against you, your best response may be to remove the malevolent source.¹³

Outlook

Game of Business' principles are meant to be tested and refined.

Application

Apply Game of Business to your business strategy, because it has a generalizable, fixed reasoning system that focuses on simplifying concepts to make practical systems.

Operation

Use Game of Business for your company's strategic decisions, because it will guide you to the dominant factors based on your conditions and situation.

Effectiveness

Game of Business is effective at focusing your energy on the main tasks to achieve your business goal. Its comprehensive reasoning sharpens business strategy by increasing business awareness; this simplifies the decision process, while improving decision quality.

Opportunity for Operation

When an opportunity arises to make a strategic business decision, find the relevant chapters in Game of Business: Planning, conducting business, progressing strategically, making tactical arrangements, allocating energy, using weaknesses and strengths, maneuvering, varying tactics, preparing your company, evaluating activities, evaluating situations, progressing fervently, and using information.

Length

Game of Business has thirteen (13) chapters.

Aim

Game of Business has three (3) main aims:

1. Make business a collaborative process that grows in accessibility, and improves your living standard.
2. Make business success repeatable by deconstructing the process into repeatable steps.
3. Provide constructive feedback, by highlighting your company's weaknesses and strengths, and recommending solutions.

Game of Business Connection to the Art of War

Game of Business is derived from Sun Zi's Art of War, which was most likely created as a compilation of the teachings of Sun Zi (AKA Sun Wu, a military advisor who lived ~450 years before the Current Era. Sun Zi's Art of War was then likely studied, tested, and edited by military theorists, like Sun Bin. Its principles remain respected, partly because they aim to achieve a mutually beneficial, thriving community.^{5,7,9,10}

Business will always have the risk of becoming malevolent, and military will always exist for defense, so the goal of Game of Business is to minimize belligerence in favor of mutually beneficial business negotiations. To minimize the risk of business becoming combative, the system in which businesses operate must seek the optimal payoffs for all involved. So, companies must focus on customers and associates, instead of enemies or competitors.

Origin of *Sun Zi's Art of War*

Sun Zi's Art of War is the compiled teachings of military strategist, Sun Zi. "Zi" (pronounced "Tzu") means "Master," which is the title used by students to refer to their teacher. "Sun" is a family name. In Chinese, the family's name is presented before the individual's name or title; so, in English, his students would have referred to him as Master Sun. The direct translation of the original version of *Sun Zi's Art of War* is *Master Sun's Military Methods*. It is possible that Master Sun's students compiled his teachings into a treatise, and called it *Master Sun's Military Methods*, which later became popular in English under the title *the Art of War*.

Who was Sun Zi? He appears to have been a military theorist and advisor during the final years of the Spring and Autumn Period of the Zhou (pronounced "Joe") Dynasty (c. 771-476 B.C.E.). Sun Zi could be someone named Sun Wu (someone with the family name of Sun, from the territory of Wu), but the experience and accomplishments he would have needed to write *Sun Zi's Art of War* are not recorded.

Sun Bin, seemingly Sun Zi's grandson, wrote a different military treatise, known as *Sun Bin's Art of War*, which appears to expand on *Sun Zi's Art of War*. Sun Bin gets into more details specific to situations at his time period, whereas Sun Zi derives more universal principles. Sun Bin would have been able to create his own philosophy or continue Sun Zi's philosophy, because it is recorded that he was crippled for a large part of his life, so he had sufficient time to write.¹²

Sun Zi probably acted as a military theorist and strategic consultant who tested strategies throughout years of war. He was likely not a general because, although he is often mentioned in military philosophy, he is not mentioned in the main military record of ancient China. After strategizing his way through the calamities of war, emerging victorious, and securing his people's future, he lived simply and wrote *Sun Zi's Art of War* based on his experimentation with real war. After his death, it appears that others expanded on his philosophy, because *Sun Zi's Art of War* references devices that had not been invented by his time.⁷

If Sun Wu was a real military theorist, *Sun Zi's Art of War* likely started with him, and his relatives and associates would have built on his philosophy; however, Sun Bin may have created the character of "Sun Wu" to embody the quintessential leader.^{5,7,9,10}

List of Tables

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Table (AW, A1): Strategies dependent on your condition

Your Actual Condition	Strategy
Capable	Seem incapable
Able to advance	Seem unable to advance
Near your goal	Seem far from your goal
Far from your goal	Seem near your goal

Table (GB, A1): Strategies dependent on your condition

Your Actual Condition	Strategy
Capable	Help associates who are incapable
Able to advance	Help associates who are unable to advance
Near your goal	Help associates who are far from their goals
Far from your goal	Help associates who are near their goals

Table (AW, A2): Strategies dependent on disadvantages of the enemy

Concluded Disadvantage of the Enemy	Strategy
Greedy	Hold out baits to entice the enemy
Disordered	Capture the enemy
Irritable	Irritate the enemy
Underestimating	Encourage the enemy's arrogance

Table (GB, A2): Strategies dependent on disadvantages of associates

Concluded Disadvantage of Associates	Strategy
Discouraged	Encourage associates
Disordered	Organize associates
Irritable	Calm associates
Underestimating	Earn associates' confidence

Table (AW, A3): Strategies dependent on advantages of the enemy

Concluded Advantage of the Enemy	Strategy
Poised	Be prepared for the enemy
Strong	Avoid the enemy
Relaxed	Tire the enemy
United	Separate the enemy

Table (GB, A3): Strategies dependent on advantages of associates

Concluded Advantage of Associates	Strategy
Poised	Be prepared for associates
Strong	Keep associates
Relaxed	Excite associates
United	Do not separate associates

Table (AW, A4): Strategies dependent on the ratio of the number of troops of your army to that of the enemy

Ratio of Your Army to the Enemy	Strategy
10:1	Surround the enemy
5:1	Challenge the enemy
2:1	Separate the enemy
1:1	You can engage the enemy
~0.7:1	You can avoid the enemy
~0.3:1	You can flee from the enemy

Table (GB, A4): Strategies dependent on the ratio of the number of associates of your company to that of opponents

Ratio of Your Company to Opponents	Strategy
10:1	Surround opponents
5:1	Challenge opponents
2:1	Separate opponents
1:1	You can engage opponents
~0.7:1	You can avoid opponents
~0.3:1	You can flee from opponents

Table (AW, A5): How skillful warriors simulate appearances

Actual Condition	Simulated Appearance	Dependency
Superbly organized	Disordered	Organization
Courageous	Fearful	Fund of potential energy
Strong	Weak	Tactical arrangements

Table (GB, A5): How skillful businesspeople simulate appearances

Actual Condition	Simulated Appearance	Dependency
Superbly organized	Disordered	Organization
Courageous	Fearful	Fund of potential energy
Strong	Weak	Tactical arrangements

Table (AW, A6): Outcomes resulting from actions

Outcome	Action
Overwhelm the enemy	Avoid being overwhelmed by the enemy
Cause the enemy to approach of their own accord	Hold out advantages to the enemy
Make it impossible for the enemy to come	Provide incentives for the enemy to stay

Table (GB, A6): Outcomes resulting from actions

Outcome	Action
Prevent associates from becoming overwhelmed	Establish relationships with associates
Cause associates to approach of their own accord	Hold out advantages to associates
Make it impossible for associates to leave	Provide incentives for associates to stay

Table (AW, A7): Strategies dependent on the enemy's conditions

The Enemy's Condition	Strategy
Relaxing	Tire the enemy
Well-supplied with food	Starve the enemy out
Comfortably encamped	Force the enemy to move

Table (GB, A7): Strategies dependent on associates' conditions

Associates' Condition	Strategy
Relaxing	Excite associates
Poorly supplied with funds	Increase associates' funding
Quietly settled into a routine	Convince associates to change the routine

Table (AW, A8): How to prevent the enemy from engaging us

Desired Outcome	Strategy
Discover the enemy's plans and the likelihood of their success	Scheme
Learn the principle of the enemy's activity or inactivity	Rouse the enemy
Learn the enemy's characteristics	Compel the enemy to reveal themselves
Know where strength is superabundant and where it is deficient	Carefully compare the enemy's army with our own

Table (GB, A8): How to prevent customers from overwhelming us

Desired Outcome	Strategy
Discover customers' responses and study their feedback	Experiment
Learn the principle of customers' activity or inactivity	Rouse customers
Learn customers' characteristics	Compel customers to reveal themselves
Know where strength is superabundant and where it is deficient	Carefully compare noncustomers with customers

Table (AW, A9): Strategies to manage the enemy's conditions

Control Factor	Concluded Condition of the Enemy	Strategy
Mood	Keen spirits	Engage the enemy
Mood	Sluggish and inclined to return home	Attack the enemy
Psychology	Organized	Disorganize the enemy
Psychology	Calm	Irritate the enemy
Strength	Far from goals	Be near your goals
Strength	Toiling and struggling	Rest
Strength	Lacks skills	Use your skills
Circumstances	Banners and flags are orderly	Do not approach the enemy
Circumstances	Gathered in calm and confident arrays	Do not attack the enemy

Table (GB, A9): Strategies to manage the associates' conditions

Control Factor	Concluded Condition of Associates	Strategy
Mood	Keen spirits	Engage associates
Mood	Sluggish and inclined to return home	Do not challenge associates
Psychology	Disordered	Organize associates
Psychology	Clamoring	Calm associates
Strength	Far from goals	Modify associates' goals
Strength	Toiling and struggling	Instruct associates to rest
Strength	Lack skills	Train associates
Circumstances	Signs and signals are out of order	Arrange signs and signals
Circumstances	Gathered in calm and confident arrays	Challenge associates

Table (AW, A10): Strategies to manage military interactions

Enemy Condition	Strategy
Encamped on high ground	Do not advance against the enemy
Superior	Do not oppose the enemy
Simulates flight	Do not pursue the enemy
Keen temper	Do not attack the enemy
Offers benefits	Do not accept the enemy's gifts
Returning home	Do not interfere with the enemy
Surrounded	Do not close all the enemy's outlets
Desperate	Do not press the enemy too hard

Table (GB, A10): Strategies to manage business interactions

Condition	Strategy
In arduous territory	Do not advance with associates
Associates are superior	Do not oppose associates
Associates simulate flight	Do not pursue associates
Associates' tempers are keen	Do not challenge associates
Associates offer benefits	Do not accept associates' gifts
Associates are returning home	Do not interfere with associates
You hire an associate	Do not close all the associate's outlets
Associates are desperate	Do not press associates too hard

Table (AW, A11): Strategies for five terrains

Terrain	Strategy
Difficult	Do not settle
Central	Join your allies
Dangerously Isolated	Do not linger
Constricted	You must strategize
Desperate	You must fight

Table (GB, A11): Strategies for five situations

Terrain	Strategy
Difficult	Do not settle
Central	Join your allies
Dangerously Isolated	Do not linger
Constricted	You must strategize
Desperate	You must fight

Table (AW, A12): Strategies with the best chances of achieving desired outcomes

Desired Outcome	Strategy
Succeed in accomplishing the essential part of our plans	Temper our expectation of advantage by blending considerations of advantage and disadvantage
Protect ourselves from misfortune	Always be ready to seize an advantage when amid difficulties

Table (GB, A12): Strategies with the best chances of achieving desired outcomes

Desired Outcome	Strategy
Succeed in accomplishing the essential part of our plans	Temper our expectation of advantage by blending considerations of advantage and disadvantage
Protect ourselves from misfortune	Always be ready to seize an advantage when amid difficulties

Table (AW, A13): Strategies that apply to the enemy

Desired Outcome	Strategy
Make the enemy succumb	Intimidate the enemy
Keep the enemy engaged	Harass the enemy
Make the enemy rush to any given point	Hold out deceptive allurements to the enemy

Table (GB, A13): Strategies that apply to customers

Desired Outcome	Strategy
Increase customers	Provide incentives to customers
Keep customers engaged	Make solutions for customers
Make customers rush to any given point	Hold out allurements for customers

Table (AW, A14.1): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Terrain	The enemy is near and remains quiet	The enemy is relying on natural strengths of their positions
Cunning	The enemy keeps aloof and tries to provoke battle	The enemy is anxious for you to attack
Encampment	The enemy's encampment is easy for you to access	The enemy must have a reason for staying
Surroundings	There is movement around you	The enemy is approaching
Surroundings	Many obstacles of bundled grass appear along paths	The enemy wants to make us suspicious
Animal Behavior	Birds suddenly rise in flight	An ambush is likely near
Animal Behavior	Animals are startled	An enormous attack is near
Animal Behavior	Birds gather around an area	The area is vacant

Table (GB, A14.1): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Activity	Associates are near their goals and remain quiet	Associates are relying on natural strengths of their positions
Cunning	Associates keep aloof and try to inspire action	Associates are anxious for others to advance
Establishment	Associates' places of establishment are easy for others to access	Associates must have reasons for staying in their places of establishment
Surroundings	There is movement around you	Customers are approaching
Surroundings	Several misleading obstacles appear along paths	Opponents want to make us suspicious
Customer Behavior	Early adopters suddenly leave	An ambush is likely near
Customer Behavior	The majority of customers are startled	An enormous challenge is near
Customer Behavior	Early adopters gather around an area	The area is unexplored

Table (AW, A14.2): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Dust	Dust rises high and is concentrated	Enemy chariots are arriving
Dust	Dust rises low and over a wide area	Enemy infantry is approaching
Dust	Dust branches out in different directions	The enemy is gathering firewood
Dust	A few clusters of dust rise and settle	The enemy is encamping
Enemy Messages	The enemy speaks humbly while increasing their preparations	The enemy will soon approach
Enemy Messages	The enemy speaks ardently while driving forward as if approaching	The enemy will soon retreat
Enemy Messages	The enemy proposes a truce without negotiating conditions	There is a plot
Enemy Messages	The enemy gives compliments and gifts	The enemy wishes for a truce

Table (GB, A14.2): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Concerns	Concerns spread quickly and are concentrated	Experienced associates are quitting
Concerns	Concerns spread slowly and over a wide area	Inexperienced associates are quitting
Concerns	Concerns branch out in different directions	Associates lack resources
Concerns	A few clusters of concerns are unresolved	Associates are establishing relationships
Opponents' Messages	Opponents speak humbly while increasing their preparations	Opponents will soon approach
Opponents' Messages	Opponents speak ardently while driving forward as if approaching	Opponents will soon retreat
Opponents' Messages	Opponents propose a truce without negotiating conditions	There is a plot
Opponents' Messages	Opponents give compliments and gifts	Opponents wish for a truce

Table (AW, A14.3): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Movement	Enemy, light chariots are first to take positions on the flanks	The enemy is forming for battle
Movement	Enemy soldiers and chariots quickly take positions	Enemy reinforcements have arrived
Movement	Half the enemy troops are seen advancing while half retreating	The enemy is luring you
Movement	The enemy's banners and flags are often shifted	The enemy is in disarray
Movement	The enemy approaches angrily and maintains their position for a long time without either advancing or retreating	The situation demands vigilant investigation

Table (GB, A14.3): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Movement	Experienced associates are first to take strategic positions	Associates are forming for action
Movement	The main team quickly takes strategic positions	All its members have assembled
Movement	Half the associates are seen advancing while half retreating	The associates are luring you
Movement	Associates' signs and signals are often shifted	Associates are in disarray
Movement	Associates approach angrily and maintain their position for a long time without either advancing or retreating	The situation demands vigilant investigation

Table (AW, A14.4): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Enemy Behavior	Enemy soldiers display laziness	The enemy is hungry and short of food
Enemy Behavior	Enemy soldiers who are sent to gather water begin by drinking themselves	The enemy is suffering from thirst
Enemy Behavior	The enemy sees potential advantages and does not attempt to secure them	The enemy is exhausted
Enemy Behavior	Enemy soldiers clamor at night	The enemy is afraid
Enemy Behavior	Enemy officers are angry	The enemy is weary
Enemy Behavior	The enemy kills their horses for food	The enemy has no provisions
Enemy Behavior	The enemy puts away their cooking tools, showing that they will not return to their camp	The enemy is in a desperate situation

Table (GB, A14.4): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Associate Behavior	Associates display laziness	Associates are unmotivated and short of skill
Associate Behavior	Associates who are sent to gather resources begin by compensating themselves	Associates are suffering from lack of compensation
Associate Behavior	Associates see potential advantages and do not attempt to secure them	Associates are exhausted
Associate Behavior	Associates speak publicly and independently	Associates are afraid
Associate Behavior	Associates are angry	Associates are weary
Associate Behavior	Associates disassemble their equipment for resources	Associates have no backup supplies
Associate Behavior	Associates do not put their tools away, showing that they will not return to their homes	Associates are in Desperate situations

Table (AW, A14.5): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Generals	An army is disorderly	Authority of the general is weak
Generals	Officers and troops are whispering together in small groups and speaking in subdued tones	Officers and troops have lost trust in their general
Generals	Generals give rewards too frequently	Generals are out of ideas
Generals	Generals give too many punishments	Generals are in dire distress
Generals	Generals begin boastfully, and then become afraid	Generals have a supreme lack of intelligence

Table (GB, A14.5): Strategies for preliminary analysis

Subject of Analysis	Observed Condition	Conclusion
Leaders	A company is disorderly	Authority of the leader is weak
Leaders	Associates are whispering together in small groups and speaking in subdued tones	Associates have lost trust in their leader
Leaders	Leaders give rewards too frequently	Leaders are out of ideas
Leaders	Leaders give too many punishments	Leaders are in dire distress
Leaders	Leaders begin boastfully, and then become afraid	Leaders have a supreme lack of intelligence

Table (AW, A15.1): Strategies dependent on the type of terrain

Terrain	Observed Condition	Conclusion
Accessible	All	Be first to occupy positions that enable you to observe changes and manage supply routes
Entangling	The enemy is unprepared	You may rush forth and capture the enemy
Entangling	The enemy is prepared, and you fail to capture them	Withdrawal will be difficult, and your position disadvantageous
Equitable	The enemy offers us attractive baits	Do not rush forth
Equitable	All	Entice the enemy by retreating, and attack after half the enemy troops have been drawn out

Table (GB, A15.1): Strategies dependent on the area of activity

Situation	Observed Condition	Conclusion
Accessible	all	Be first to occupy positions that enable you to observe changes and manage supply routes
Entangling	Customers are adaptable	You may rush forth and acquire customers
Entangling	Customers are unadaptable and you fail to acquire them	Withdrawal will be difficult, and your position disadvantageous
Equitable	Customers offer us attractive baits	Do not rush forth
Equitable	all	Entice customers by retreating, and advance after you have enough market share to break even

Table (AW, A15.2): Strategies dependent on the type of terrain

Terrain	Observed Condition	Conclusion
Constricted	You occupy the terrain before the enemy	Let the gaps be strongly protected and await the arrival of the enemy
Constricted	The enemy fully protects the terrain they control before you	Do not follow the enemy
Constricted	The enemy weakly protects the terrain they control before you	Follow the enemy
Key	You control the terrain before the enemy	Occupy positions that enable you to observe changes and manage supply routes, and there wait for the enemy to arrive
Key	The enemy controls the terrain before you	Retreat and lure the enemy away; do not follow them
Distant	Your strength is equal to that of the enemy	It is difficult to provoke enemy engagement, because moving is not advantageous

Table (GB, A15.2): Strategies dependent on the area of activity

Situation	Observed Condition	Conclusion
Constricted	You occupy the situation before alternative companies	Let the gaps be strongly protected and await the arrival of alternative companies
Constricted	Alternative companies fully protect the situation they control before you	Do not follow alternative companies
Constricted	Alternative companies weakly protect the situation they control before you	Follow alternative companies
Key	You control the situation before alternative companies	Occupy positions that enable you to observe changes and manage supply routes, and there wait for alternative companies to arrive
Key	Alternative companies control the situation before you	Retreat and lure alternative companies away; do not follow them
Distant	Your strength is equal to that of alternative companies	It is difficult to inspire customer adoption, because moving is not advantageous

Table (AW, A16.1): Strategies dependent on the battleground

Battleground	Description	Strategy
Dispersive	When you are fighting in your own territory	Do not engage in battle
Easy	When you have penetrated shallowly into enemy territory	Do not halt
Key	Battleground the control of which gives great advantage to an army	Do not attack
Accessible	Battleground that everyone can freely traverse	Do not try to block the enemy's paths
Central	Intersection of important paths, so it gives supremacy to the army that controls it	Join your allies

Table (GB, A16.1): Strategies dependent on the situation

Situation	Description	Strategy
Dispersive	When leaders are advancing in their own areas	Do not compromise
Easy	When leaders penetrate shallowly into competitive areas	Do not halt
Key	Situations the control of which gives great advantage to a company	Do not provoke
Accessible	Situations that everyone can freely traverse	Do not try to block alternative companies' paths
Central	Intersection of important paths, so it gives supremacy to the company that controls it	Join your allies

Table (AW, A16.2): Strategies dependent on the battleground

Battleground	Description	Strategy
Serious	When your army has penetrated into the heart of enemy territory, leaving several fortified cities and towns in its rear	Gather the enemy's resources
Difficult	Area that is hard to traverse	Keep steadily advancing
Constricted	Battleground reached through narrow gaps, and from which we can only retreat by tortuous paths, so that a small number of enemy soldiers would suffice to defeat a large group of our people	Strategize
Desperate	When we can only be saved from death by fighting without delay	Fight

Table (GB, A16.2): Strategies dependent on the situation

Situation	Description	Strategy
Serious	When companies have penetrated into the hearts of competitive areas, leaving several fortified positions in their rears	Gather in assets
Difficult	Areas that are hard to traverse	Keep steadily advancing
Constricted	Situations reached through narrow gaps, and from which we can only retire by tortuous paths, so that a small number of opponents would suffice to defeat a large group of our people	Strategize
Desperate	When we can only be saved from failure by advancing without delay	Compromise

Table (AW, A17): Strategies dependent on the battleground, if your army is invading

Battleground	Description	Strategy
Dispersive	When you are fighting in your own territory	Inspire your people with unity of purpose
Easy	When you penetrate shallowly into enemy territory	See that there are close connections between all parts of your army
Key	Control of it gives great advantage to an army	Hurry forward
Accessible	Everyone can freely traverse it	Keep vigilant eyes on your defenses
Central	Intersections of important paths	Consolidate your alliances
Serious	When you penetrate deeply into enemy territory	Ensure continuous supplies of food
Difficult	Area that is hard to traverse	Keep pushing on along the path
Constricted	When you have risky areas behind you, and narrow gaps ahead	Block any way of retreat
Desperate	When you have no place of refuge	Fight as if retreat is hopeless

Table (GB, A17): Strategies dependent on the situation, if your company is encroaching

Situation	Description	Strategy
Dispersive	When leaders are advancing in their own areas	Inspire your people with unity of purpose
Easy	When you penetrate shallowly into competitive areas	See that there are close connections between all parts of your company
Key	Situations the control of which gives great advantage to a company	Hurry your inexperienced
Accessible	Situations that everyone can freely traverse	Keep vigilant eyes on your defenses
Central	Intersection of important paths	Consolidate your alliances
Serious	When you penetrate deeply into competitive areas	Ensure continuous streams of supplies
Difficult	Areas that are hard to traverse	Keep pushing on along the path
Constricted	When you have risky areas behind you, and narrow gaps ahead	Block any way of retreat
Desperate	When you have no place of refuge	Show your associates hopelessness of retreat

Table (AW, A18): Strategies to attack with fire

Belief	Conclusion
Fire appears inside the enemy's encampment	Prepare quickly to attack
Fire appears inside the enemy's encampment, but the enemy soldiers remain quiet	Wait patiently and do not attack
Effect of fire brings practicable opportunities	Quickly attack
Effect of fire does not bring practicable opportunities	Quickly stop attacking
Means are available for attacking with fire	Begin attacking at a favorable moment—do not wait for fire to appear in the enemy's encampment
You start an attack with fire	Be on the side of the fire from which the wind is blowing—do not attack the side of the fire that is in the direction in which the wind is blowing
Wind rises and lasts during the day	Wind will likely fall during the night

Table (GB, A18): Strategies to progress with fervor

Belief	Conclusion
Fervor appears inside your establishment	Prepare quickly to advance
Fervor appears inside your establishment, but your associates remain quiet	Wait patiently and do not advance
Force of fervor brings practicable opportunities	Quickly advance to use practicable opportunities
Force of fervor does not bring practicable opportunities	Quickly stop advancing
Means are available for fervent pursuit	Begin advancing at a favorable moment—do not wait for fervor to appear
You start a fervent pursuit	Be in an advantageous position—do not advance to a disadvantageous position
Fervor rises and lasts in easy situations	Fervor will fall in difficult situations

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