

oldiers to help

us." He then quotes from Wei Liao Tzu, ch. 3: "The nominal strength of mercenary troops may be 100,000, but their real value will be not more than half that figure."]

41. He who exercises no forethought but makes light of his opponents is sure to be captured by them.

[Ch'en Hao, quoting from the TSO CHUAN, says: "If bees and scorpions carry poison, how much more will a hostile state! Even a puny opponent, then, should not be treated with contempt."]

42. If soldiers are punished before they have grown attached to you, they will not prove submissive; and, unless submissive, then will be practically useless. If, when the soldiers have become attached to you, punishments are not enforced, they will still be useless.

43. Therefore soldiers must be treated in the first instance with humanity, but kept under control by means of iron discipline.

[Yen Tzu [B.C. 493] said of Ssu-ma Jang-chu: "His civil virtues endeared him to the people; his martial prowess kept his enemies in awe." Cf. Wu Tzu, ch. 4 init.: "The ideal commander unites culture with a warlike temper; the profession of arms requires a combination of hardness and tenderness."]

This is a certain road to victory.

44. If in training soldiers commands are habitually enforced, the army will be well-disciplined; if not, its discipline will be bad.

45. If a general shows confidence in his men but always insists on his orders being obeyed,

[Tu Mu says: "A general ought in time of peace to show kindly confidence in his men and also make his authority respected, so that when they come to face the enemy, orders may be executed and discipline maintained, because they all trust and look up to him." What Sun Tzu has said in ss. 44, however, would lead one rather to expect something like this: "If a general is always confident that his orders will be carried out," etc."]

the gain will be mutual.

[Chang Yu says: "The general has confidence in the men under his command, and the men are docile, having confidence in him. Thus the gain is mutual" He quotes a pregnant sentence from Wei Liao Tzu, ch. 4: "The art of giving orders is not to try to rectify minor blunders and not to be swayed by petty doubts." Vacillation and fussiness are the surest means of sapping the confidence of an army.]

[1] "Aids to Scouting," p. 26.

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[Only about a third of the chapter, comprising ss. ss. 1-13, deals with "terrain," the subject being more fully treated in ch. XI. The "six cala