

ssible, and does not miss the moment for defeating the enemy.

[A "counsel of perfection" as Tu Mu truly observes. "Position" need not be confined to the actual ground occupied by the troops. It includes all the arrangements and preparations which a wise general will make to increase the safety of his army.]

15. Thus it is that in war the victorious strategist only seeks battle after the victory has been won, whereas he who is destined to defeat first fights and afterwards looks for victory.

[Ho Shih thus expounds the paradox: "In warfare, first lay plans which will ensure victory, and then lead your army to battle; if you will not begin with stratagem but rely on brute strength alone, victory will no longer be assured."]

16. The consummate leader cultivates the moral law, and strictly adheres to method and discipline; thus it is in his power to control success.

17. In respect of military method, we have, firstly, Measurement; secondly, Estimation of quantity; thirdly, Calculation; fourthly, Balancing of chances; fifthly, Victory.

18. Measurement owes its existence to Earth; Estimation of quantity to Measurement; Calculation to Estimation of quantity; Balancing of chances to Calculation; and Victory to Balancing of chances.

[It is not easy to distinguish the four terms very clearly in the Chinese. The first seems to be surveying and measurement of the ground, which enable us to form an estimate of the enemy's strength, and to make calculations based on the data thus obtained; we are thus led to a general weighing-up, or comparison of the enemy's chances with our own; if the latter turn the scale, then victory ensues. The chief difficulty lies in third term, which in the Chinese some commentators take as a calculation of NUMBERS, thereby making it nearly synonymous with the second term. Perhaps the second term should be thought of as a consideration of the enemy's general position or condition, while the third term is the estimate of his numerical strength. On the other hand, Tu Mu says: "The question of relative strength having been settled, we can bring the varied resources of cunning into play." Ho Shih seconds this interpretation, but weakens it. However, it points to the third term as being a calculation of numbers.]

19. A victorious army opposed to a routed one, is as a pound's weight placed in the scale against a single grain.

[Literally, "a victorious army is like an I (20 oz.) weighed against a SHU (1/24 oz.); a routed army is a SHU weighed against an I." The point is simply the enormous advantage whi