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the soldiers are suffering severely from the cold." So he made a round of the whole army, comforting and encouraging the men; and straightway they felt as if they were clothed in garments lined with floss silk.]

26. If, however, you are indulgent, but unable to make your authority felt; kind-hearted, but unable to enforce your commands; and incapable, moreover, of quelling disorder: then your soldiers must be likened to spoilt children; they are useless for any practical purpose.

[Li Ching once said that if you could make your soldiers afraid of you, they would not be afraid of the enemy. Tu Mu recalls an instance of stern military discipline which occurred in 219 A.D., when Lu Meng was occupying the town of Chiang-ling. He had given stringent orders to his army not to molest the inhabitants nor take anything from them by force. Nevertheless, a certain officer serving under his banner, who happened to be a fellow-townsmen, ventured to appropriate a bamboo hat belonging to one of the people, in order to wear it over his regulation helmet as a protection against the rain. Lu Meng considered that the fact of his being also a native of Ju-nan should not be allowed to palliate a clear breach of discipline, and accordingly he ordered his summary execution, the tears rolling down his face, however, as he did so. This act of severity filled the army with wholesome awe, and from that time forth even articles dropped in the highway were not picked up.]

27. If we know that our own men are in a condition to attack, but are unaware that the enemy is not open to attack, we have gone only halfway towards victory.

[That is, Ts'ao Kung says, "the issue in this case is uncertain."]

28. If we know that the enemy is open to attack, but are unaware that our own men are not in a condition to attack, we have gone only halfway towards victory.

[Cf. III. ss. 13 (1).]

29. If we know that the enemy is open to attack, and also know that our men are in a condition to attack, but are unaware that the nature of the ground makes fighting impracticable, we have still gone only halfway towards victory.

30. Hence the experienced soldier, once in motion, is never bewildered; once he has broken camp, he is never at a loss.

[The reason being, according to Tu Mu, that he has taken his measures so thoroughly as to ensure victory beforehand. "He does not move recklessly," says Chang Yu, "so that when he does move, he makes no mistakes."]

31. Hence the saying: If you know the enemy and know yourself, your victory will not stand in doubt; if y